HMIC Value for Money Profile 2014

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

Contents

Annexes

For annexes listing crime codes, POA categories, POA coding details and a list of major PFI schemes see...
http://www.justiceinspectorates.gov.uk/hmic/programmes/value-for-money/value-for-money-profiles/

Introduction

Data about a single force can never reveal all there is to know. The insight comes from putting a force's data side by side with others so that the differences are revealed. The purpose of HMIC's Value for Money (VfM) profiles is to allow you to compare your force's performance, and the costs of achieving it, with that of other forces. With the challenges of austerity the VfM profiles provide a key tool not only to help discover areas of high cost or poor performance, but also to identify other forces which are achieving more with less.

The VfM profiles are:

- designed for use by force management and 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 single format to allow you to focus attention on the main differences which require explanation and action to improve;
- timely - being published during October, when key budget decisions are being taken;
- not league tables or targets – they are designed to give information, not 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 since last year?
The main changes this year are:

1) Changes related to the Police Objective Analysis (POA) definitions and categories:
    - the introduction of events under operational support
    - the removal of interpreters and translators from criminal justice arrangements
    - the merging of contact management units and central communications units under dealing with the public.
    - presentation of additional data on collaboration costs and staffing arrangements (discussed below)
    - additional detail on the costs of PCCs/local policing bodies
2) Additional data on incidents - including trends since 2012/13.
3) Removal of the victim satisfaction page because of the difficulty in making meaningful comparisons between forces.
4) The annexes are now published as a separate document (available from HMIC website at http://www.justiceinspectorates.gov.uk/hmic/)

Feedback
Many forces worked with us throughout the production 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 Lawrenceroy.morris33@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 blue. MSG forces share similar demographics (more details about MSG can be found below). Finally, a horizontal line runs across each bar chart, and represents the average across all forces.

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. 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 head of population.
- the 'difference' which
  - for costs shows how much more, or less, it is costing your force as a result of the difference from 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

HMIC has recently completed an inspection into the way police forces in England and Wales record crime data. The interim report on crime data integrity (published in May) 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 full thematic report on this work will be published in November 2014 and will be available from the HMIC website (see above).

Note on Collaboration

For the majority of forces that are not involved in significant or large-scale collaborations, the use of net expenditure should provide an adequate comparison. However, as the use of collaboration increases in scale, the way data are collected and presented needs to adapt. For 2014/15 additional headings were added to the POA, separating out staff and third party costs and income related to collaboration. This has enabled us to include notes on major collaborations on the relevant 'use of resources' pages. Where possible, we have also included notes on how these collaborations were reported by the forces concerned - either using a 'lead force' or 'shared services' model as set out in the POA guidance.

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?
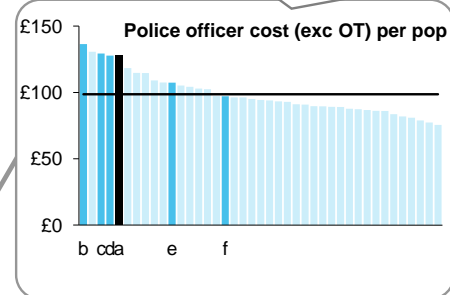
2013/14, £ per head of population
Police officer costs are split into
percentage of the overall salary

Budgeted FTE numbers for the y
Office published FTE figures (A
The two figures are not directly

**1.** The profiles use 'logic trees' to take each area and break it down (from left to right) into component parts. For each breakdown, you can see how the force compares to other forces in its most similar group, as well as all forces in England and Wales.
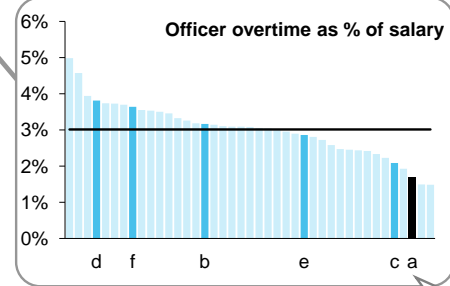
4. This chart shows a breakdown of the previous chart, revealing overtime has little bearing on officer costs.

Number of police officers (FTEs) per 1,000 pop

Police officer cost (exc OT) per pop
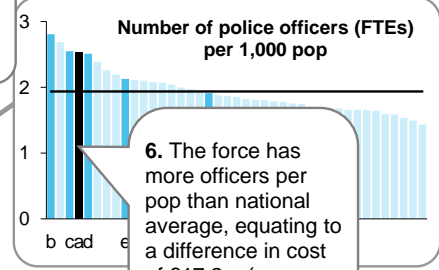
6. The force has more officers per pop than national average, equating to a difference in cost of £17.2m (see table).

Officer cost per head of population

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

Officer overtime as % of salary

Police officer cost (exc OT) per FTE
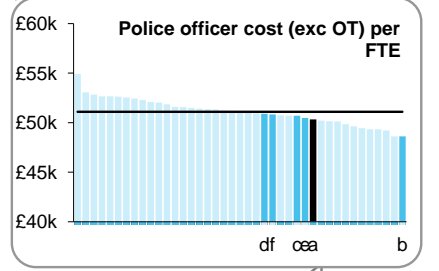
7. The cost of individual officers in the force is relatively low.

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

Officer costs		Averages		Diff* £m	
	£/head	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 % salary		Averages		Diff* £m	
	% sal	All	MSG	All	MSG
Total	1.7%	3.0%	2.9%	-0.9	-0.8 <<

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

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

N.B Outliers are highlighted with blue chevrons, and represent the values that are in the highest and lowest 10% of values across all force and, where appropriate, have a value of more than £1 per head.

* 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 PCSO. 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 need to be treated with caution. MSG were last updated for the 2013 VfM profiles using data from the 2011 Census.

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 provided to them 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. This year HMIC and CIPFA ran five teleconferences to discuss particular sections of the profiles and agreed actions to improve the quality and presentation of the final data.

Each year forces identify some anomalies or inconsistencies which HMIC attempts to resolve. Some require forces to make changes to their data, but not all are able to do so in time. A handful of inconsistencies are harder to resolve prior to publication because they require broader changes and agreement. These were discussed in the teleconferences and actions were identified to improve the data for next year.

Which population figures are used?
The profiles use mid-2013 population estimates (the latest available) to align with Home Office publications, especially those on crime rates.

Which workforce figures are used?
The profiles include staff numbers drawn from two data sets: the Home Office annual data return (ADR 502), 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 2014, and contain data for the 12 months to March 2014. Outcome and 'no-crime' data come from the Home Office and cover the same period. The alignment of crime and outcomes occurs annually, so using more up to date crime data would break that relationship (and would not show much difference between force rankings in any case).

What types of average are used?
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 found in the notes section of the CIPFA data available to subscribers via the CIPFA statistics website (http://www.cipfastats.net/)

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 18 October. 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 distorts 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: We have chosen to 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 is not included in totals of spend and workforce (unless stated otherwise).

Operational front line, frontline support and business support: In HMIC's *Policing in Austerity: Rising to the Challenge* (July 2013), 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, not all plots are given; room is given to those areas with the highest costs. Further, throughout the profiles the chart scales vary and as a result the differences shown may not be as significant as they first appear.
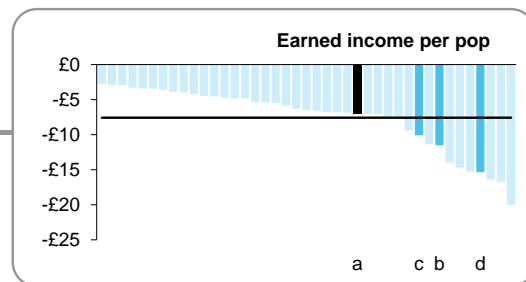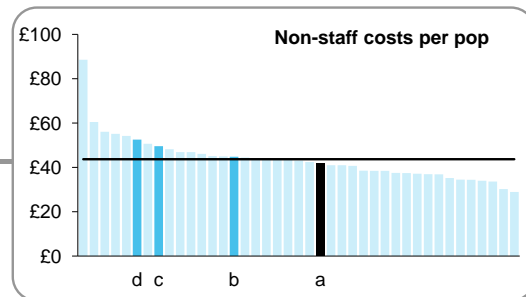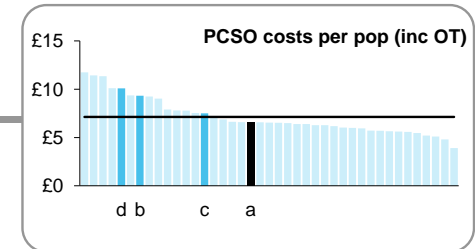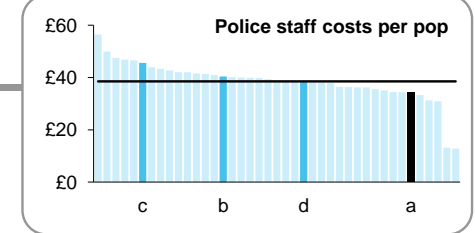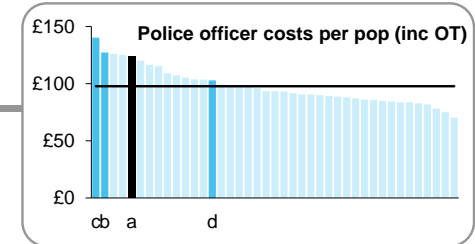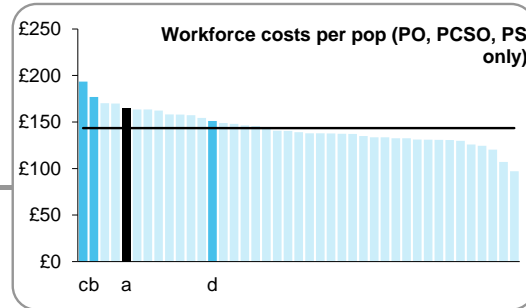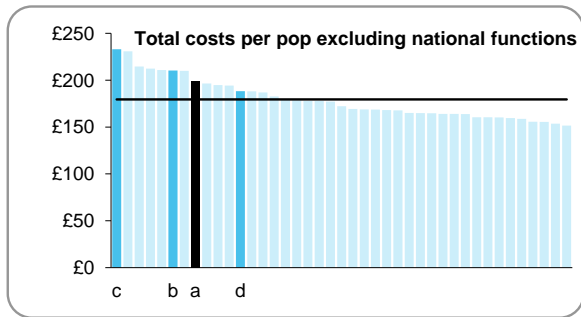
Income and expenditure - Overview

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

Police officer costs per pop (inc OT)

Workforce costs per pop (PO, PCSO, PS only)

Police staff costs per pop

Total costs per pop excluding national functions

PCSO costs per pop (inc OT)

Non-staff costs per pop

Earned income per pop

	£m	£/head	Averages All	Averages MSG	Diff* £m All	Diff* £m MSG
Population	2783k					
Police officers	345.5	124.1	97.8	123.6	73.3	1.3
Police staff	95.7	34.4	38.5	39.6	-11.5	-14.7
PCSOs	18.3	6.6	7.1	8.4	-1.5	-5.0
Workforce	459.4	165.1	143.4	171.7	60.2	-18.4
Non-staff costs	115.8	41.6	43.7	47.1	-5.8	-15.4
Earned income	-19.6	-7.0	-7.6	-11.0	1.5	11.0
Net revenue exp.	555.6	199.6	179.5	207.8	55.9	-22.8
National policing**	34.1	12.2	4.0	10.3	22.9	5.5 <<
Total inc nat. pol.	589.7	211.9	183.5	218.1	78.8	-17.3

* 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 2014/15

West Midlands

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 compare forces, national policing functions are excluded.

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

Note that in *Policing in Austerity: Rising to the Challenge* (July 2013), HMIC define frontline support as *operational support*. Since this is the name of a POA category, *frontline support* is used here to avoid confusion.

% Visible operational front line

% Operational front line

% Non-visible operational front line

% Frontline support

% Business support
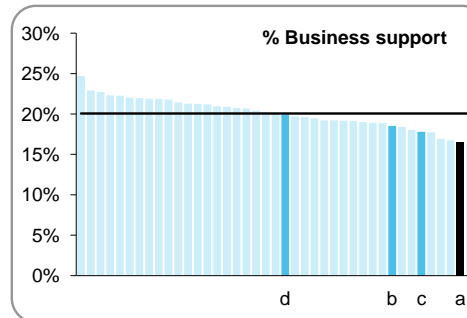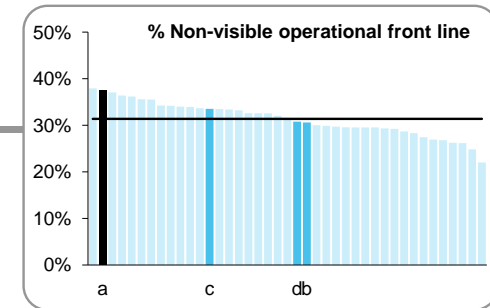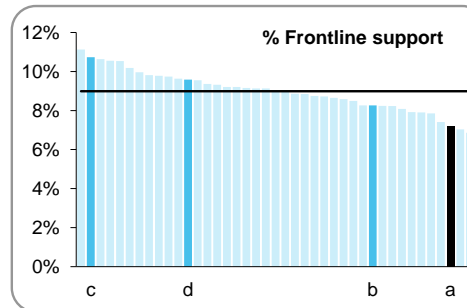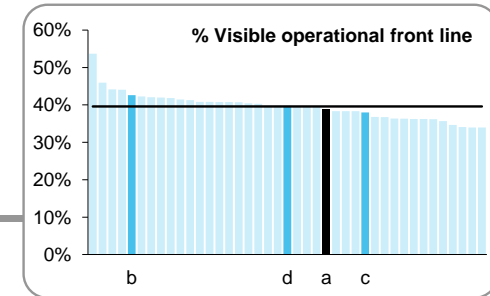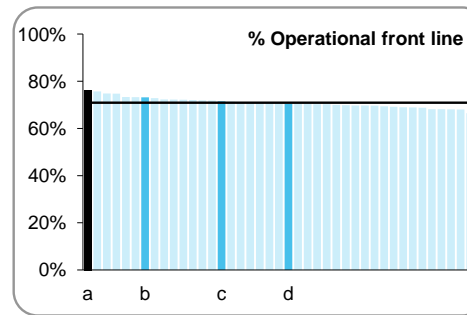
	NRE £m	Force breakdown	Averages		MSG Diff** £m
			All	**MSG**	
Visible	205.0	38.8%	39.6%	39.8%	-5.3
Non-visible	198.4	37.5%	31.4%	33.1%	23.4
Operational front line	403.4	76.3%	70.9%	72.9%	18.1
Frontline support	37.9	7.2%	9.0%	8.9%	-9.3
Business support	87.5	16.5%	20.1%	18.2%	-8.8
Other*	26.8				
Total (NRE)	555.6	100.0%	100.0%	100.0%	

* Functions classified as *Other* do not fit into any of the three categories. They are not included in the percentage figures. See Annex 3 for details.

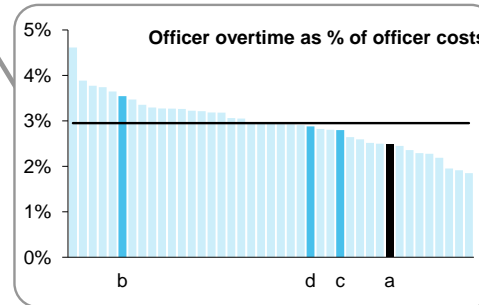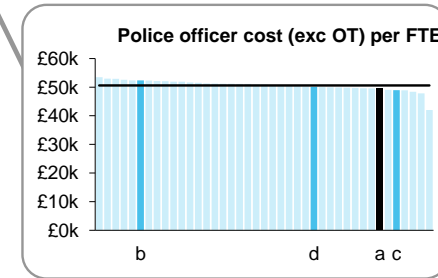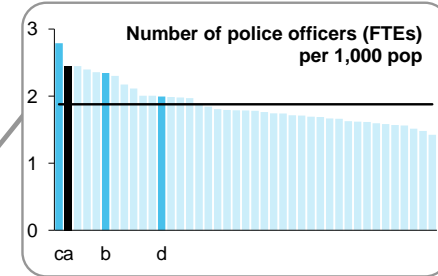** Net cost of the difference in proportion spent in each category compared to the average of MSG forces.
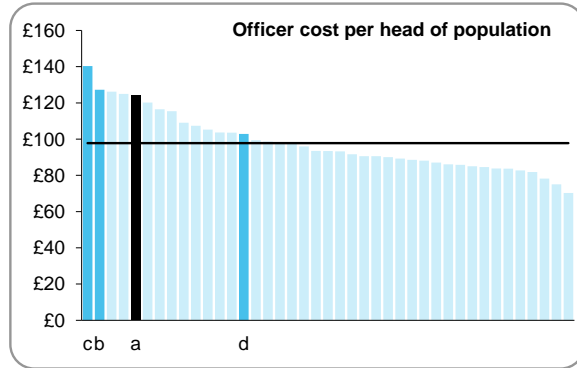
Source: POA estimates 2014/15

West Midlands

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. To compare forces, national policing functions are excluded.

Number of police officers (FTEs) per 1,000 pop

Police officer cost (exc OT) per pop

Officer cost per head of population

Police officer cost (exc OT) per FTE

Officer overtime as % of officer costs

FTE police officers	6,816 (exc national policing functions)

Officer costs	£m	£/head	Averages		Diff* £m	
			All	MSG	All	MSG
All pay exc. overtime	336.9	121.0	94.9	120.0	72.7	2.8
Overtime	8.6	3.1	2.9	3.6	0.6	-1.5
Total	345.5	124.1	97.8	123.6	73.3	1.3

Officer overtime as a % salary	% sal	Averages		Diff* £m	
		All	MSG	All	MSG
Total	2.5%	2.9%	2.9%	-1.6	-1.5

Number of officers and cost per officer	Force	Averages		Diff* £m	
		All	MSG	All	MSG
FTE per 1,000 population	2.45	1.88	2.39	78.6	7.5 <<
Cost** per FTE (£000s)	49.4	50.6	50.2	-8.1	-5.3

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

** Cost excludes overtime

Source: POA estimates 2014/15
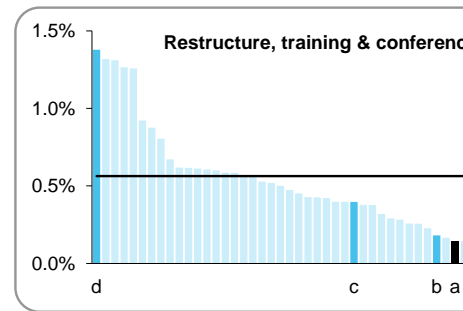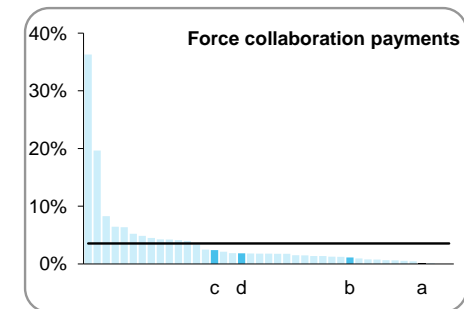
West Midlands

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
Note that collaboration/outsourcing will affect staff costs for certain forces and that national policing functions are excluded.

Police staff

Police staff FTE	2,906 (exc national policing functions)

	£m	£/head	Averages		Diff* £m	
			All	MSG	All	MSG
Police staff cost	95.7	34.4	38.5	39.6	-11.5	-14.7

Including overtime costs

		Averages		Diff* £m	
		All	MSG	All	MSG
FTEs per 1,000 pop	1.04	1.19	1.26	-13.2	-20.1
Cost** per FTE (£000s)	32.9	32.6	31.5	0.8	4.2

PCSOs

PCSOs FTE	690 (exc national policing functions)

	£m	£/head	Averages		Diff* £m	
			All	MSG	All	MSG
PCSO cost	18.3	6.6	7.1	8.4	-1.5	-5.0

Including overtime costs

	Force	Averages		Diff* £m	
		All	MSG	All	MSG
FTEs per 1,000 pop	0.25	0.24	0.28	0.9	-2.6
Cost** per FTE (£000s)	26.5	30.3	29.4	-2.6	-2.0

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

** Cost includes overtime
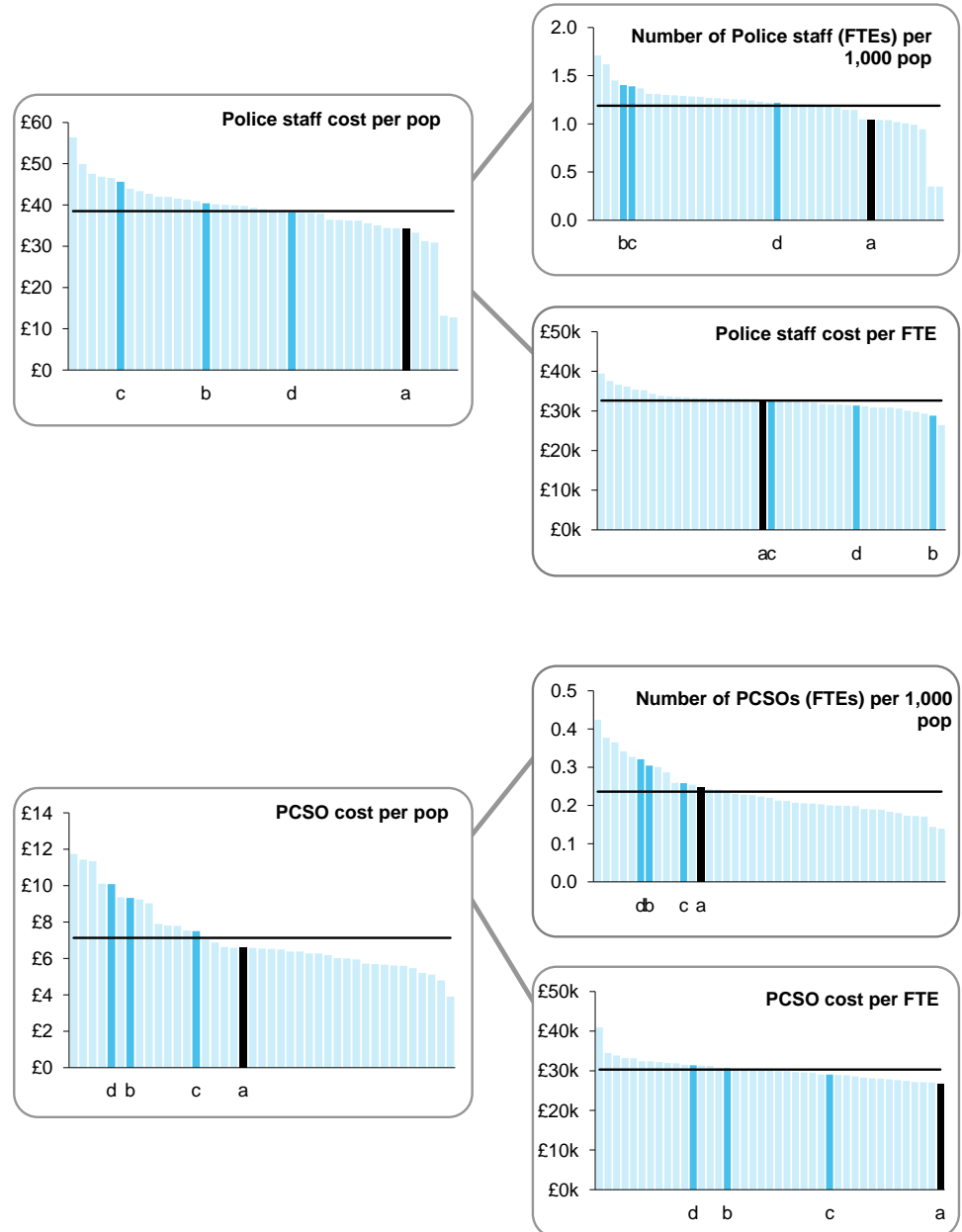
Source: POA estimates 2014/15

West Midlands

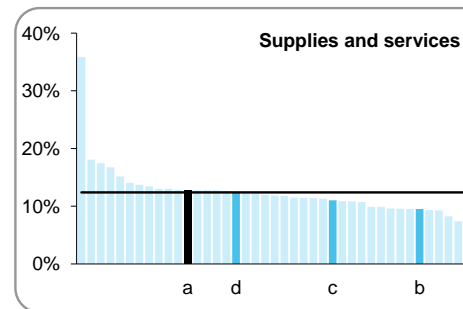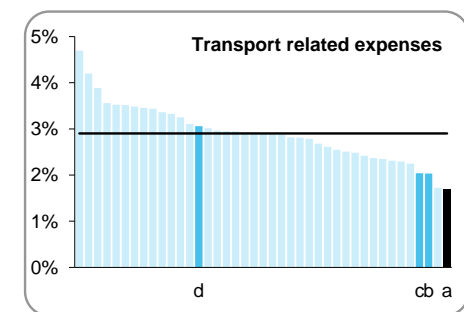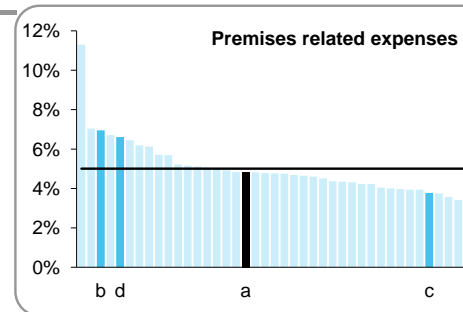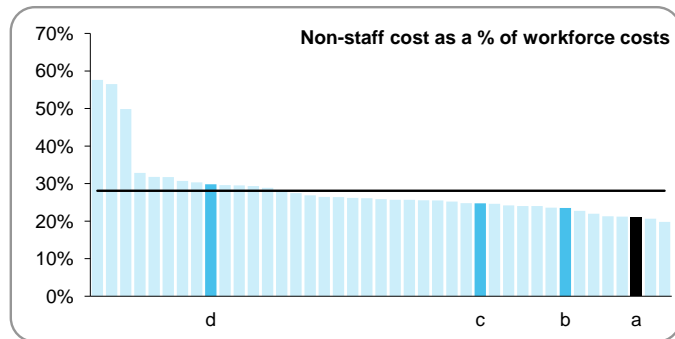## Income and expenditure - Non-staff costs

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 compare 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 they are largely dependent on the size of the workforce.

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

Premises related expenses

Transport related expenses

Non-staff cost as a % of workforce costs

Supplies and services

Force collaboration payments

Restructure, training & conference

Other employee expenses

Force workforce costs	£459m					
		% w'force	*Averages*		*Diff* £m*	
	£m	costs	All	MSG	All	MSG
Supplies and services**	58.7	12.8%	12.4%	11.4%	1.8	6.3
Premises related expenses	22.2	4.8%	5.0%	5.5%	-0.8	-3.3
Transport related expenses	7.8	1.7%	2.9%	2.2%	-5.6	-2.4 <<
Force collaboration payments	0.6	0.1%	3.5%	1.4%	-15.7	-5.7 <<
Restructure, training and conference	0.7	0.1%	0.6%	0.5%	-1.9	-1.7
Other employee expenses***	4.6	1.0%	2.2%	2.5%	-5.3	-6.8 <<
PCC outsource/collab/commission	1.5	0.3%	1.5%	1.2%	-5.6	-4.0 <<
Non-staff costs	96.0	20.9%	28.1%	24.7%	-33.0	-17.7 <<
Capital financing	19.8	4.3%	2.9%	3.0%	6.6	6.1
Total inc capital financing	115.8	25.2%	31.0%	27.7%	-26.4	-11.6

* 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

Source: POA estimates 2014/15

West Midlands
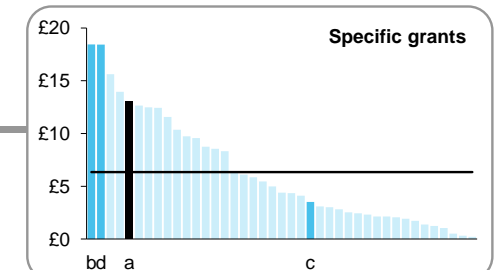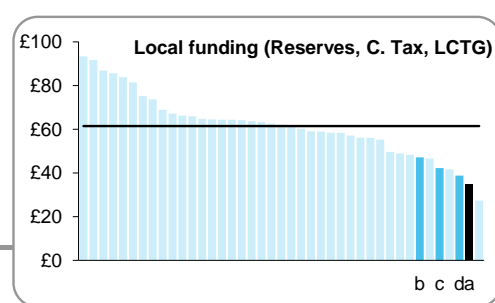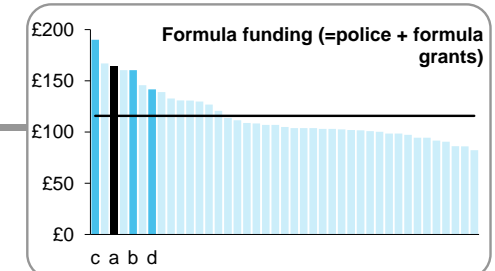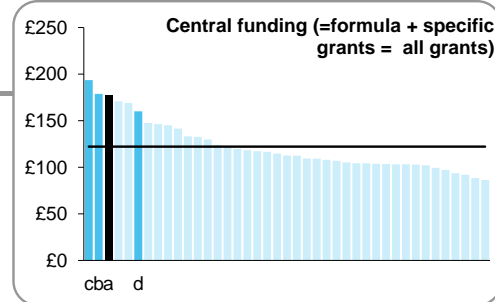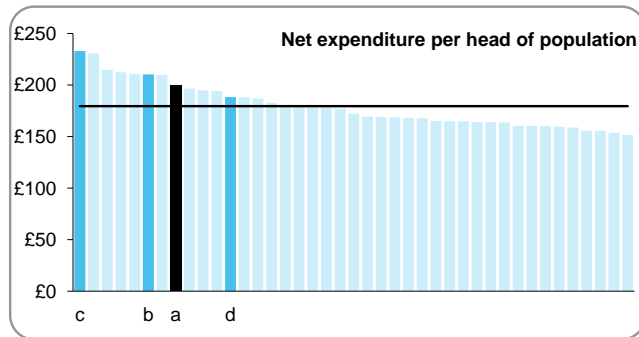
Income and expenditure - Financing

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: 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.

Central funding (=formula + specific grants = all grants)

Formula funding (=police + formula grants)

Specific grants

Net expenditure per head of population

Local funding (Reserves, C. Tax, LCTG)

| Population	2,783k				
			Averages		Diff**
	£m	£/head	All	MSG	£m
Formula funding*	456.9	164.2	115.7	164.0	0.3
Specific grants	36.3	13.0	6.3	13.4	-0.9
Central funding	493.2	177.2	122.1	177.4	-0.5
Legacy council tax grants	19.0	6.8	5.9	5.8	2.8
Council tax	67.6	24.3	54.8	34.3	-28.0
Reserves	9.9	3.5	0.8	0.5	8.4
Local funding	96.5	34.7	61.5	40.7	-16.8
Net revenue expenditure	589.7	211.9	183.5	218.1	-17.3

* 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 2014/15

Band D council tax per household

Yield per head of £1 council tax
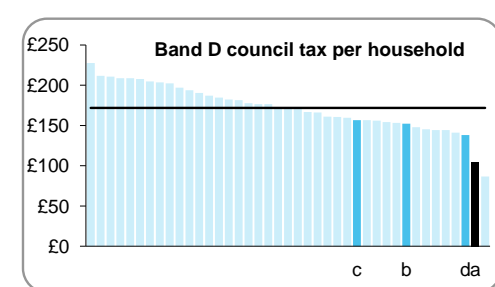
	Averages	
Band D tax rate	All	MSG
£104.5	£171.8	£137.9
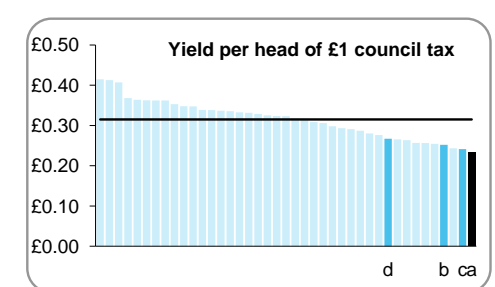
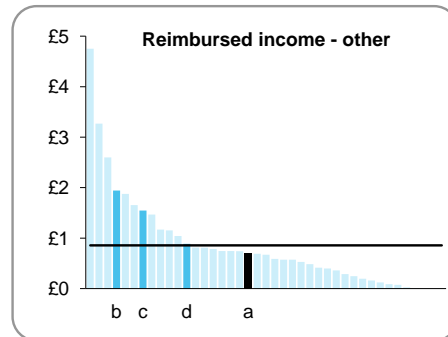| Council tax	Yield of	*Averages*	
£/head	£1 c. tax	All	MSG
£24.3	£0.23	£0.32	£0.25

West Midlands

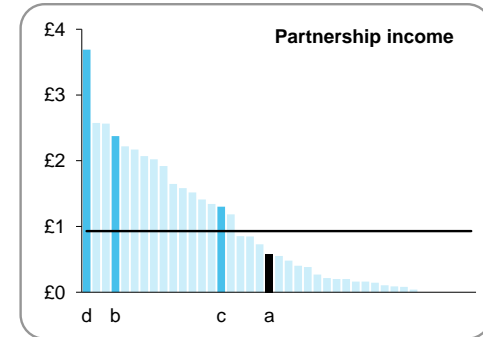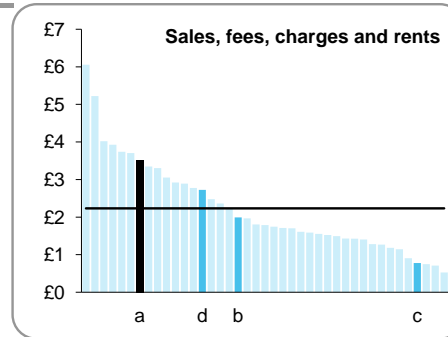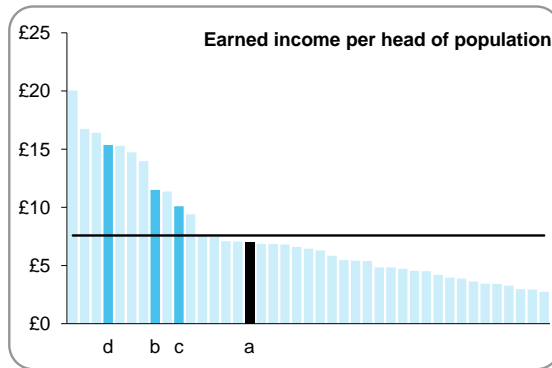## Income and expenditure - Earned income

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 GRE in order to calculate NRE and does not include government grants.
>
> To compare 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.)

Sales, fees, charges and rents

Partnership income

Earned income per head of population

Reimbursed income - other

Reimbursed income - collaboration

Special police services
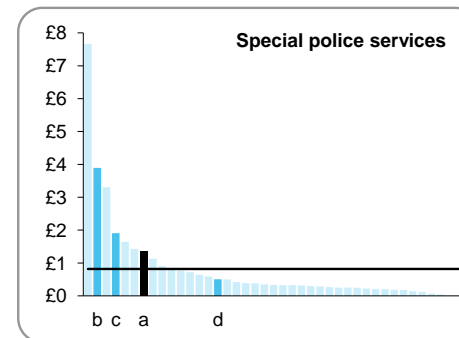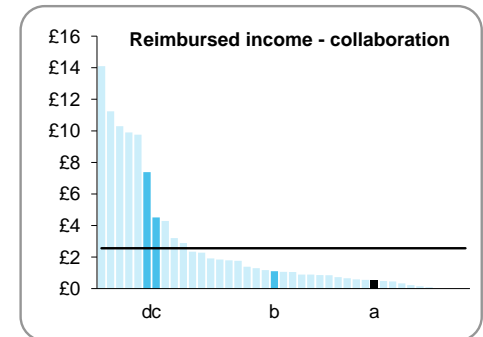
Population	2,783k					
			Averages		*Diff* £m*	
	£m	**£/head**	**All**	**MSG**	**All**	**MSG**
Sales, fees, charges and rents	9.8	3.5	2.2	2.3	3.6	3.5
Reimbursed income						
- From collaboration	1.4	0.5	2.6	3.4	-5.7	-8.0
- Other	2.0	0.7	0.9	1.3	-0.4	-1.6
Partnership income	1.6	0.6	0.9	2.0	-1.0	-3.9
Special police services	3.8	1.4	0.8	1.9	1.5	-1.6
Interest	1.0	0.4	0.2	0.2	0.5	0.5
Total earned income	19.6	7.0	7.6	11.0	-1.5	-11.0

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

Source: POA estimates 2014/15

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: change over time for reserves has not been given due to values crossing zero, with the potential for false negatives.

Total funding per head
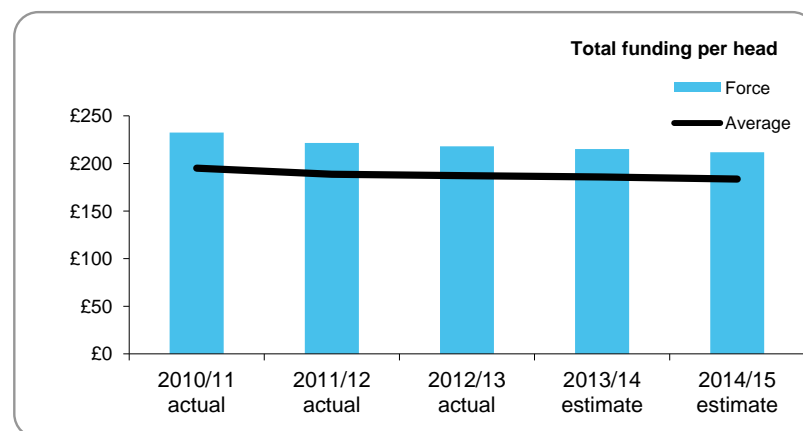
£ per 1000 pop	2010/11 actual	2011/12 actual	2012/13 actual	2013/14 estimate	2014/15 estimate	Change 10/11-14/15
Central funding*	207.9	200.0	187.9	184.3	177.2	-15%
Legacy council tax grants				0.72	6.8	
Council tax	28.6	28.7	28.8	29.4	24.3	-15%
Reserves	-4.1	-7.2	1.4	0.8	3.5	
Total funding	232.4	221.5	218.1	215.2	211.9	-9%

All Average	2010/11 actual	2011/12 actual	2012/13 actual	2013/14 estimate	2014/15 estimate	Change 10/11-14/15
Central funding*	142.7	138.3	127.6	125.9	122.1	-14%
Legacy council tax grants				1.16	5.9	
Council tax	55.9	54.6	58.3	58.6	54.8	-2%
Reserves	-3.5	-4.3	1.3	0.1	0.8	
Total funding	195.1	188.6	187.2	185.8	183.5	-6%

	2010/11	2011/12	2012/13	2013/14	2014/15	
Band D tax rate	£99	£99	£99	£102	£104	
Average	£162	£162	£166	£169	£172	

* Here, central funding does not include council tax freeze grant since that features in 2013/14 only.

Source: POA data

West Midlands

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	2,783k

	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	85.9	30.9	34.2	-9.3	-0.3	16%	17%	77%	73%
Incident (response) management	63.2	22.7	26.1	-9.3	-1.3	12%	13%	100%	100%
Local investigation/prisoner processing	55.5	19.9	15.7	11.8	-1.9	10%	8%	100%	98%
Other local policing	31.0	11.1	8.0	8.6	-0.1	6%	4%	73%	74%
Local policing	235.6	84.6	84.0	1.8	-3.6	44%	42%	88%	86%
Dealing with the public	39.2	14.1	12.7	3.9	-1.7	7%	6%	31%	30%
Road policing	12.0	4.3	4.5	-0.4	-0.2	2%	2%	68%	76%
Operational support	20.1	7.2	9.1	-5.4	-0.4	4%	5%	84%	82%
Intelligence	29.0	10.4	9.4	2.8	0.5	5%	5%	66%	62%
Investigations	58.7	21.1	20.6	1.4	0.2	11%	10%	87%	77%
Investigative support	13.2	4.8	5.4	-1.9	-0.2	2%	3%	10%	3%
Custody	14.9	5.4	5.2	0.4	0.5	3%	3%	56%	52%
Other criminal justice arrangements	13.6	4.9	7.4	-7.0	-1.1	3%	4%	4%	10%
Criminal justice arrangements	28.5	10.3	12.6	-6.6	-0.6	5%	6%	31%	28%
ICT	15.9	5.7	7.4	-4.7	-1.6	3%	4%	0%	0%
Human resources	3.6	1.3	2.0	-2.0	-0.2	1%	1%	0%	1%
Training	6.9	2.5	2.9	-1.1	0.2	1%	1%	60%	61%
Other support functions	66.1	23.7	25.4	-4.7	-1.5	12%	13%	13%	17%
Support functions	92.4	33.2	37.7	-12.5	-3.1	17%	19%	10%	12%
Police and Crime Commissioner	3.7	1.3	2.9	-4.4	0.7	1%	1%	0%	0%
Total exc national policing and central costs	532.5	191.3	199.0	-21.3	-8.6	100%	100%	60%	56%
National policing	34.1	12.2	10.3	5.5	0.7				
Central costs	23.1	8.3	8.8	-1.5	4.6				
Total	589.7	211.9	218.1	-17.3	-3.4				

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

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

** Percentage of budgeted spend (excluding on national policing and central costs) by function
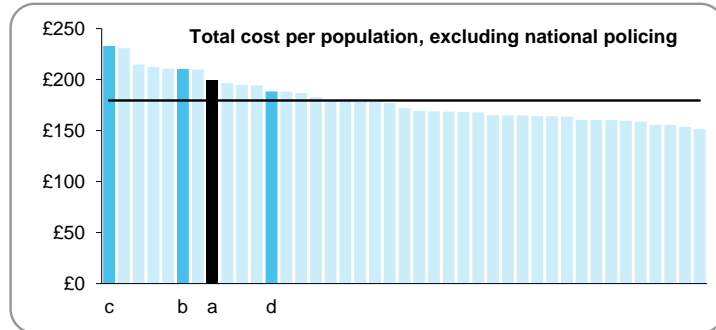
*** Cost of police officers as % of total gross cost by function

Source: POA estimates 2013/14 and 2014/15

West Midlands

Income and expenditure - NRE by function - Summary

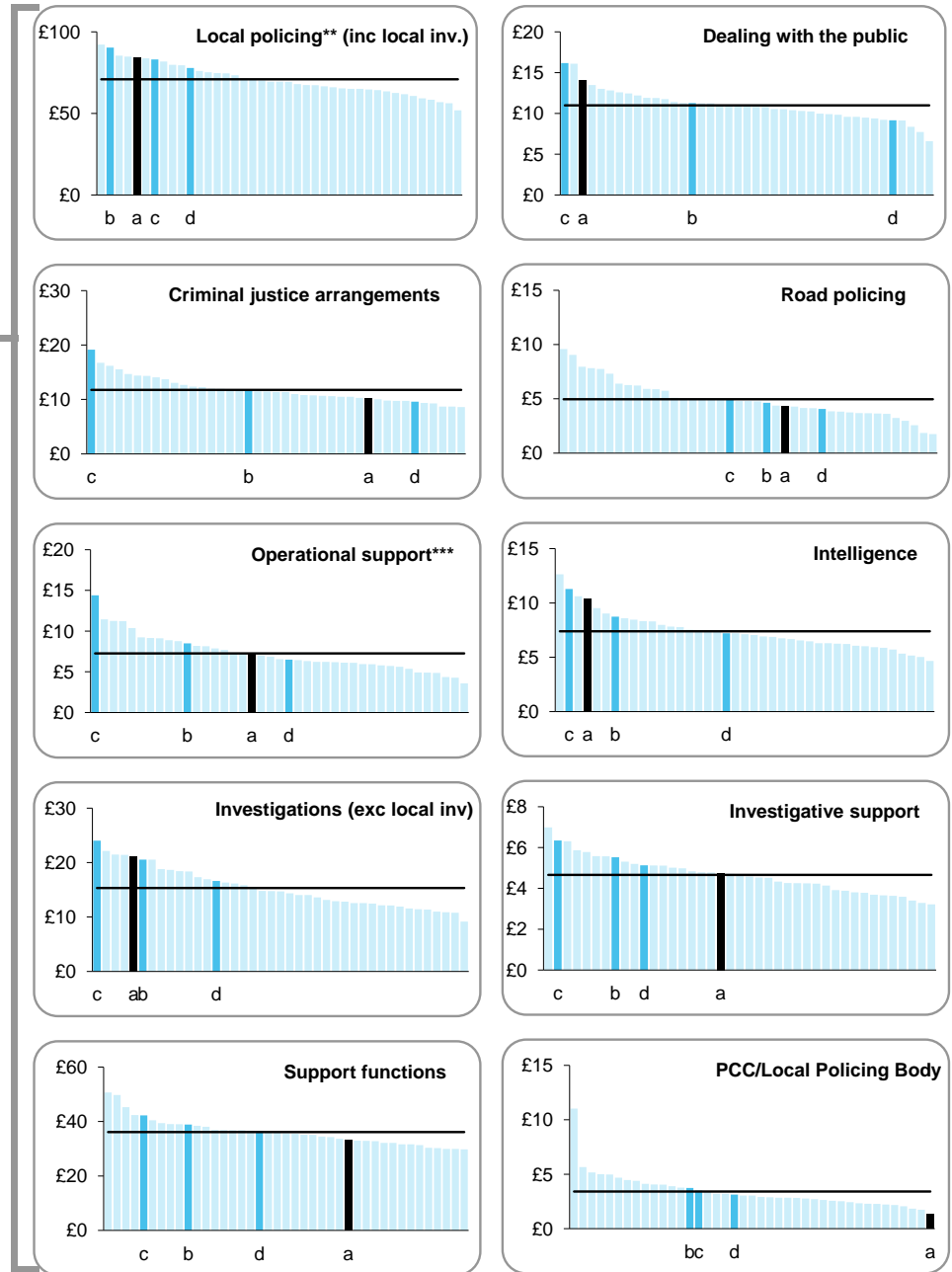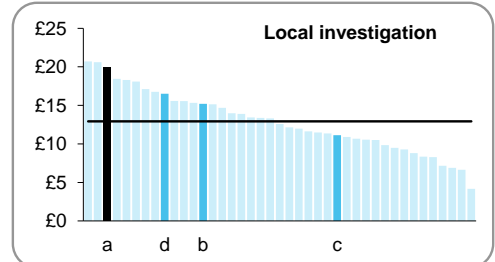What does the force spend across the different functions compared with others?

Total cost per population, excluding national policing

Population	2,783k					
			Averages		*Diff* £m*	
	£m	**£/head**	**All**	**MSG**	**All**	**MSG**
Local policing**	235.6	84.6	70.9	84.0	38.1	1.8
Dealing with the public	39.2	14.1	11.0	12.7	8.6	3.9 <<
Criminal justice arrangements	28.5	10.3	11.8	12.6	-4.2	-6.6
Road policing	12.0	4.3	5.0	4.5	-1.8	-0.4
Operational support***	20.1	7.2	7.3	9.1	-0.2	-5.4
Intelligence	29.0	10.4	7.4	9.4	8.5	2.8 <<
Investigations	58.7	21.1	15.3	20.6	16.0	1.4
Investigative support	13.2	4.8	4.7	5.4	0.2	-1.9
Support functions	92.4	33.2	36.1	37.7	-8.1	-12.5
PCC/Local Policing Body	3.7	1.3	3.4	2.9	-5.8	-4.4 <<
Tot. exc national pol. & central costs	**532.5**	**191.3**	**172.8**	**199.0**	**51.4**	**-21.3**

* Net cost of the difference in spend 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: Rising to the Challenge* (July 2013).

Source: POA estimates 2014/15

Local policing** (inc local inv.)

Dealing with the public

Criminal justice arrangements

Road policing

Operational support***

Intelligence

Investigations (exc local inv)

Investigative support

Support functions

PCC/Local Policing Body

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?

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.

Local policing cost per population

Neighbourhood policing + Incident (response) mgt.

Local investigation

Specialist community liaison

Command team and support overheads

Neighbourhood policing

Incident (response) management
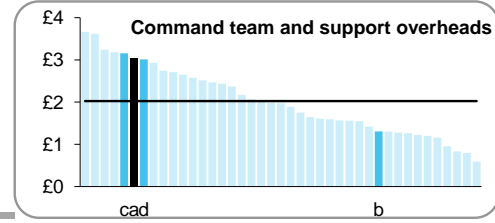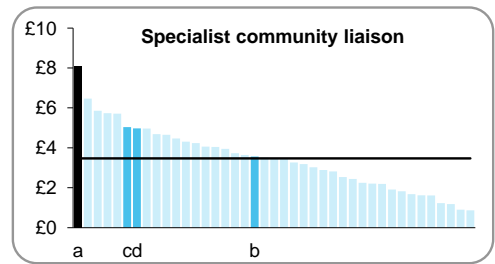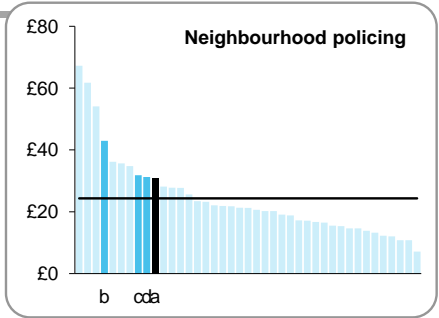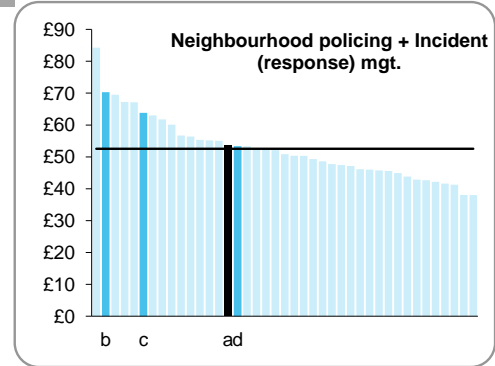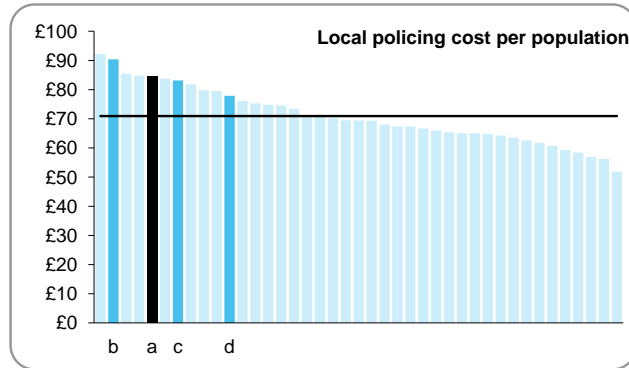
Population	2,783k							
			Averages		*Diff* £m*		%	MSG
	£m	£/head	All	MSG	All	MSG	Off**	Avg.
Neighbourhood policing	85.9	30.9	24.3	34.2	18.2	-9.3	77%	73%
Incident (response) management	63.2	22.7	28.2	26.1	-15.3	-9.3	100%	100%
Local investigation/prisoner processing	55.5	19.9	12.9	15.7	19.5	11.8 <	100%	98%
Specialist community liaison	22.5	8.1	3.5	5.4	12.9	7.4 <	67%	77%
Command team & support overheads	8.5	3.0	2.0	2.6	2.8	1.2	89%	69%
Local policing	235.6	84.6	70.9	84.0	38.1	1.8	88%	86%
Total exc local investigation	180.1	64.7	58.0	68.3	18.6	-10.0	84%	83%

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

** Officer salaries and overtime as % of gross expenditure

Source: POA estimates 2014/15

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 staff/non-staff costs for certain forces.

Local policing cost per population

Police officers

PCSOs

Police staff

Non-staff costs

Earned income
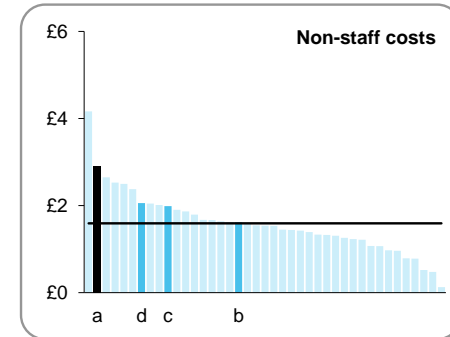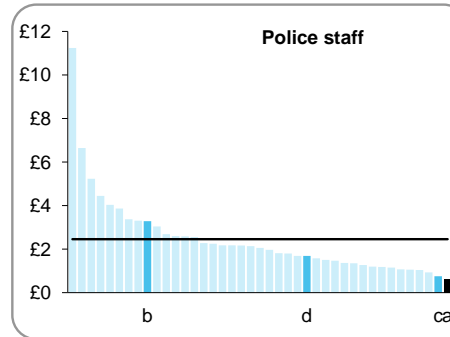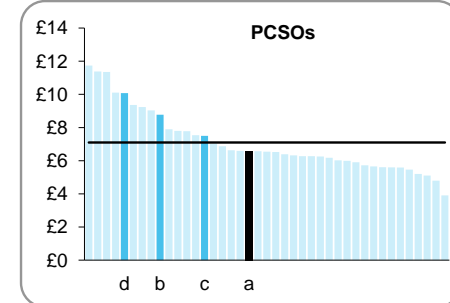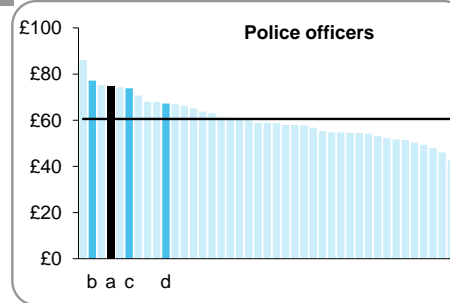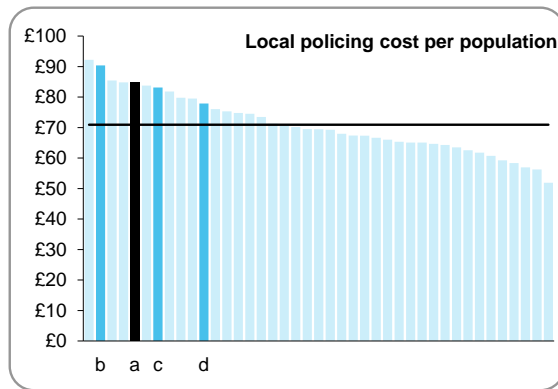
Staffing	FTE	FTE/ 1k pop	Averages		Diff* FTE	
			All	MSG	All	MSG
Police officers	4,204	1.51	1.21	1.47	842	119
PCSOs	690	0.25	0.24	0.28	35	-85
Police staff	61	0.02	0.08	0.07	-161	-142

Expenditure	£m	£/head	All	MSG	All	MSG
Police officers	208.3	74.8	60.6	73.3	39.7	4.3
PCSOs	18.3	6.6	7.1	8.2	-1.5	-4.6
Police staff	1.8	0.6	2.5	1.6	-5.0	-2.6
Non-staff costs	8.1	2.9	1.6	2.1	3.7	2.1
Earned income	-0.9	-0.3	-0.8	-1.2	1.3	2.5
Total cost	235.6	84.6	70.9	84.0	38.1	1.8

Cost/FTE	Force	All	MSG	All	MSG
Police officers	£50k	£50k	£50k	-2.5	-1.6
PCSOs	£27k	£30k	£30k	-2.5	-2.1
Staff	£29k	£31k	£22k	-0.1	0.4
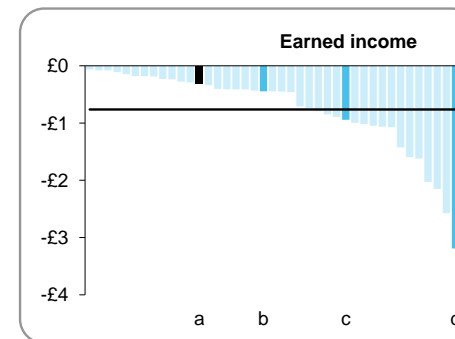
* Net difference in the number of staff/officers compared to if the force had the average number of FTEs per head of all/MSG forces

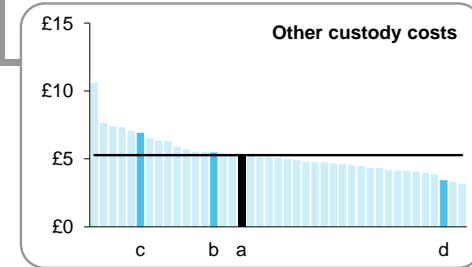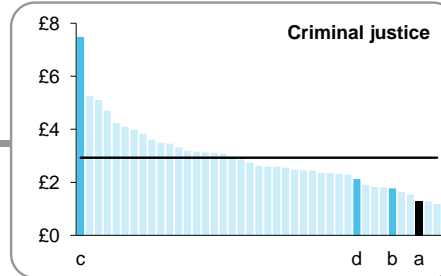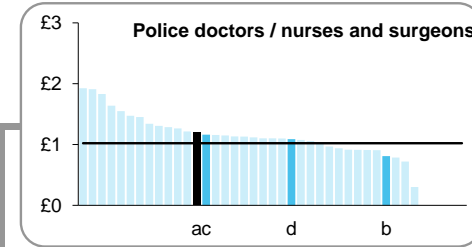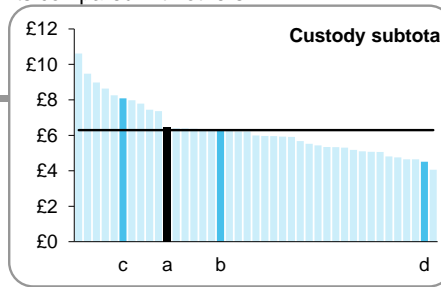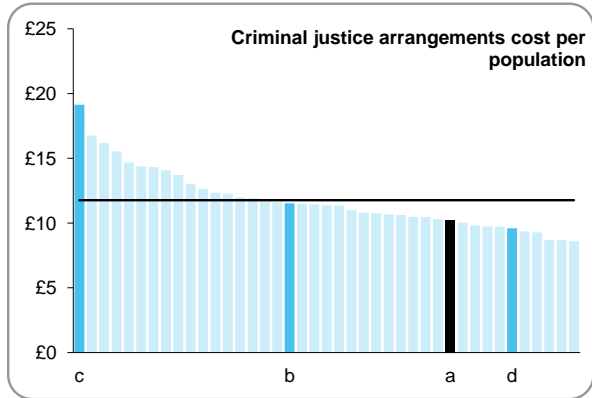** Net cost of the difference in spend to the average per head of all/MSG forces.

Source: POA estimates 2014/15

West Midlands

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 the Contact Management Unit heading was removed from the 2014/15 data collection.

Dealing with the public cost per population

Central communications unit

Local call centres / front desk
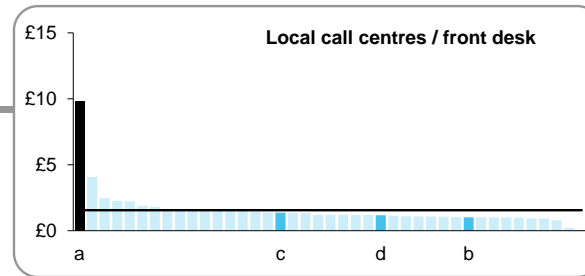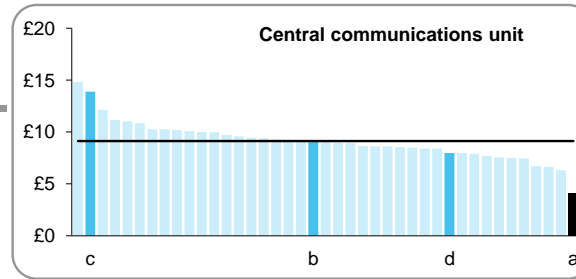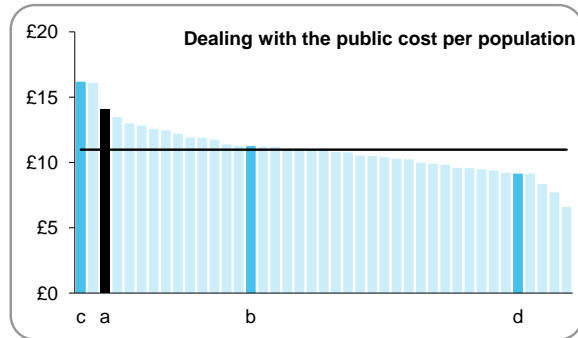
Population	2,783k							
			Averages		*Diff* £m*		%	MSG
	£m	£/head	All	MSG	All	MSG	Officer**	Average
Central communications unit	11.5	4.1	9.1	8.8	-13.9	-13.0 <<	12%	29%
Local call centres/front desk	27.3	9.8	1.5	3.3	23.0	18.0 <<	37%	11%
Command team and support	0.4	0.2	0.3	0.6	-0.4	-1.1	100%	32%
Dealing with the public	39.2	14.1	11.0	12.7	8.6	3.9 <<	31%	30%

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

** Officer salaries and overtime as % of gross expenditure

Source: POA estimates 2014/15

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 staff/non-staff costs for certain forces.

Forces with collaboration payments over £2 per 1000 pop: Lincolnshire

Dealing with the public cost per population

Police officers

Police staff and PCSOs
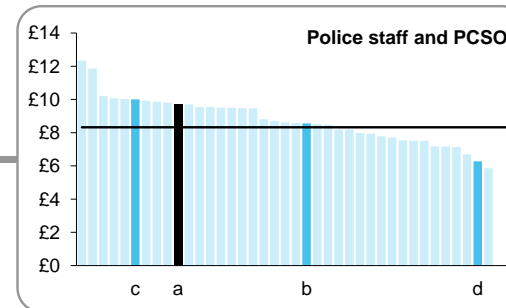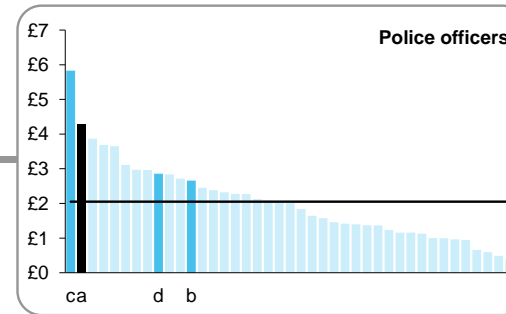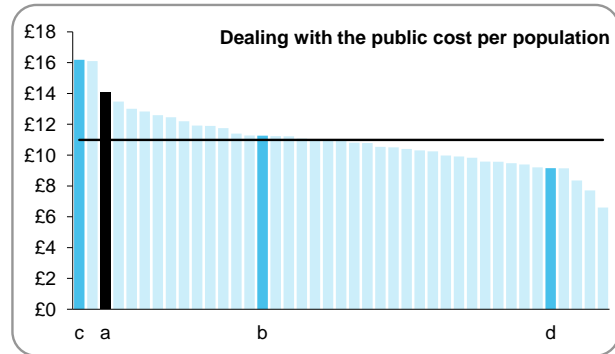
Staffing	FTE	FTE per 1k pop	Averages		Diff* FTE	
			All	MSG	All	MSG
Police officers	224	0.08	0.04	0.08	124	16
PCSOs	0	0.00	0.00	0.00	0	0
Police staff	781	0.28	0.25	0.26	73	68

Expenditure	£m	£/head	Averages		Diff** £m	
			All	MSG	All	MSG
Police officers	12.0	4.3	2.1	3.9	6.2	1.1
Police staff and PCSOs	27.2	9.8	8.3	8.7	4.0	3.1
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	39.2	14.1	11.0	12.7	8.6	3.9

Cost/FTE	Force	All	MSG	All	MSG
Police officers	£53k	£57k	£52k	-0.9	0.3
Police staff and PCSOs	£35k	£33k	£34k	1.6	0.8

* 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 to the average per head of all/MSG forces.

Source: POA estimates 2014/15

West Midlands

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 not all charts are included.
The 2014/15 data collection did not include the separate heading for cost of interpreters. There appear to be differences in where forces have included these costs (most have them under Other custody costs, but others have included them under other objective headings).

Custody subtotal

Police doctors / nurses and surgeons

Criminal justice arrangements cost per population

Criminal justice

Other custody costs

	£m	£/head	Averages All	MSG	Diff* £m All	MSG	% Off**	MSG Average
Custody	14.9	5.4	5.1	5.2	0.8	0.4	56%	52%
Police doctors / nurses and surgeons	3.3	1.2	1.0	1.1	0.5	0.4	0%	0%
Other custody costs	-0.3	-0.1	0.2	0.1	-0.9	-0.5	18%	4%
Custody subtotal	17.9	6.4	6.3	6.3	0.4	0.3	46%	43%
Criminal justice	3.6	1.3	2.9	3.2	-4.5	-5.2 <<	22%	22%
Police national computer	4.5	1.6	1.1	1.7	1.3	-0.3	1%	0%
Criminal records bureau	-0.1	0.0	0.3	0.3	-0.9	-1.1	0%	1%
Property officer / stores	0.0	0.0	0.3	0.3	-0.8	-0.8	n/a	0%
Coroner assistance	1.0	0.4	0.2	0.4	0.4	0.0	0%	3%
Fixed penalty scheme	1.1	0.4	0.3	0.2	0.4	0.4	24%	6%
Command team and support	0.5	0.2	0.3	0.2	-0.5	0.0	78%	56%
Criminal justice arrangements	28.5	10.3	11.8	12.6	-4.2	-6.6	31%	28%

Population   2,783k

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

** Officer salaries and overtime as % of gross expenditure

*Source: POA estimates 2014/15*

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 staff/non-staff costs for certain forces.

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

Police officers

Criminal justice arrangements cost per population

Police staff and PCSOs

Non-staff costs
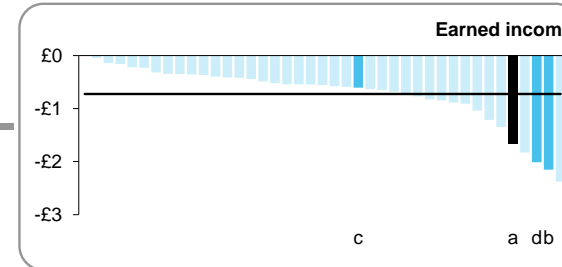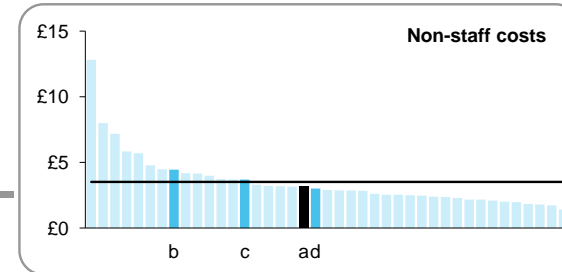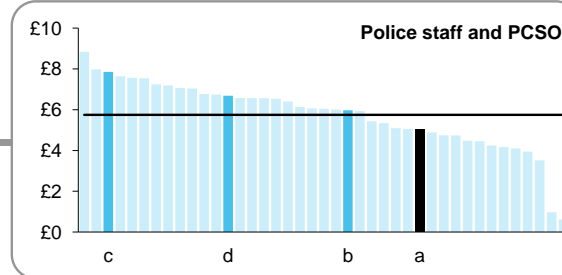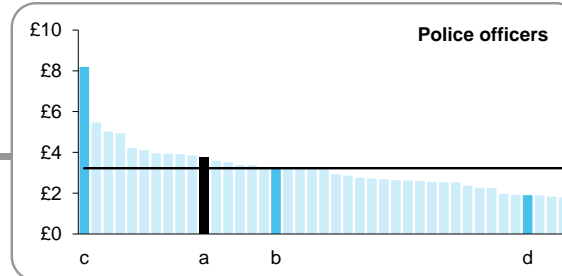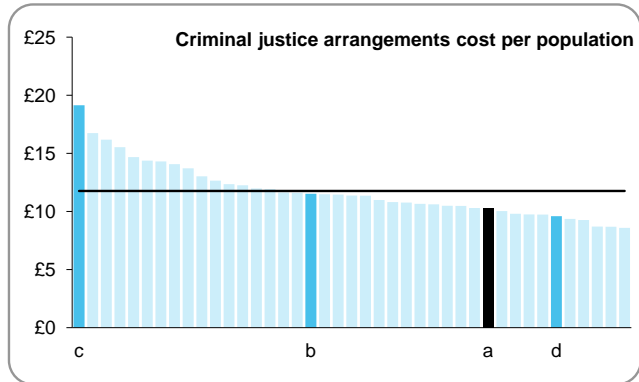
Staffing	FTE	FTE per 1000 pop	Averages		Diff* FTE	
			All	MSG	All	MSG
Police officers	177	0.06	0.05	0.07	24	-26
PCSOs	0	0.00	0.00	0.00	0	0
Police staff	475	0.17	0.20	0.23	-95	-155

Expenditure	£m	£/head	Averages		Diff** £m	
			All	MSG	All	MSG
Police officers	10.4	3.7	3.2	4.3	1.4	-1.5
Police staff and PCSOs	14.0	5.0	5.8	6.4	-2.0	-3.8
Non-staff costs	8.8	3.2	3.5	3.6	-1.0	-1.2
Earned income	-4.6	-1.7	-0.7	-1.6	-2.6	-0.2
Total cost	28.5	10.3	11.8	12.6	-4.2	-6.6

Cost/FTE	Force	All	MSG	All	MSG
Police officers	£59k	£59k	£59k	0.0	0.0
Police staff and PCSOs	£30k	£28k	£28k	0.7	0.6

Earned income

* 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 to the average per head of all/MSG forces.
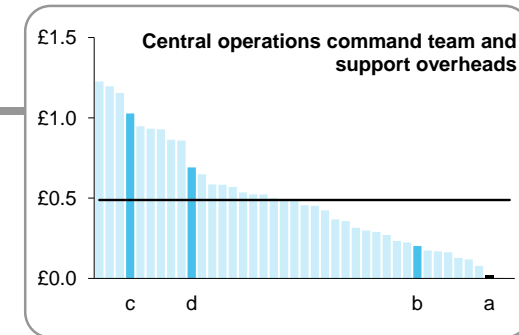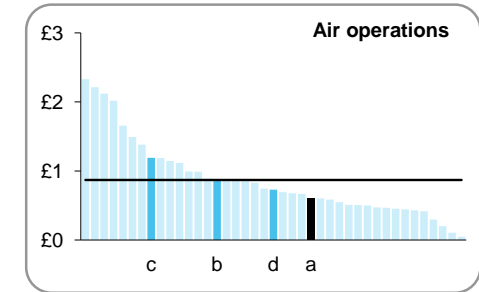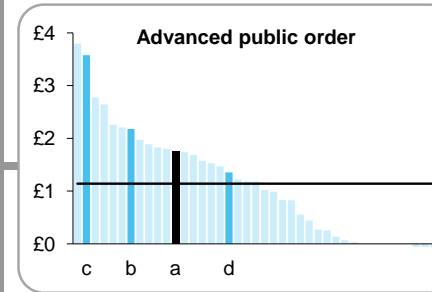
Source: POA estimates 2014/15

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?
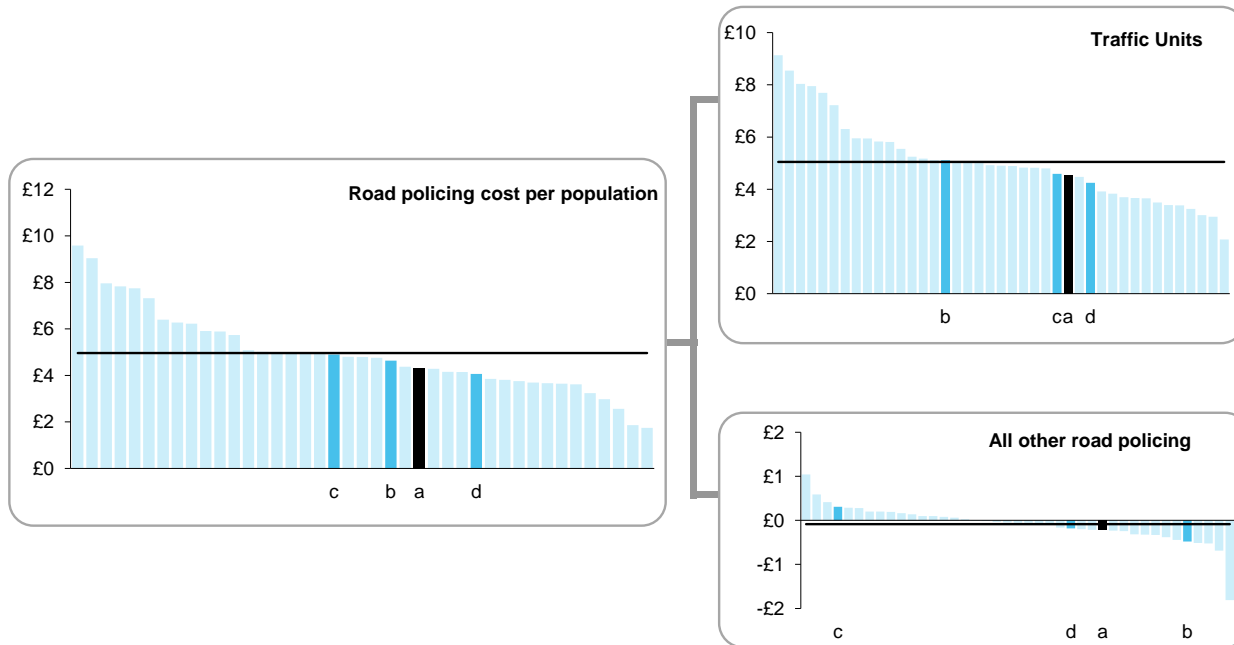
Note that not all charts are included.

Population	2,783k							
				Averages		*Diff* £m*		%	MSG
		£m	£/head	All	MSG	All	MSG	Off**	Average
Traffic Units		12.6	4.5	5.0	4.6	-1.4	-0.2	87%	91%
Traffic wardens / PCSOs - Traffic		0.0	0.0	0.0	0.1	0.0	-0.3	n/a	0%
Vehicle Recovery		-0.4	-0.2	0.0	-0.1	-0.4	-0.1	0%	0%
Casualty Reduction Partnership		-0.2	-0.1	-0.2	-0.1	0.2	0.2	39%	24%
Command Team and Support		0.0	0.0	0.1	0.0	-0.2	0.0	n/a	5%
Road policing		12.0	4.3	5.0	4.5	-1.8	-0.4	68%	76%

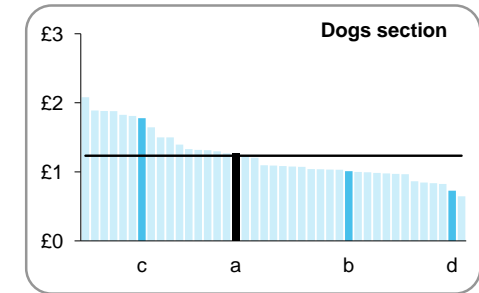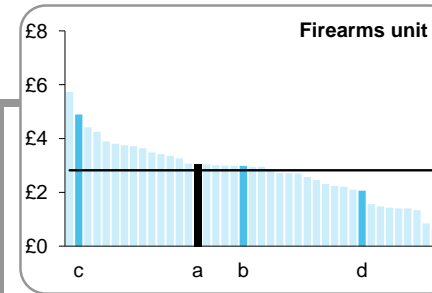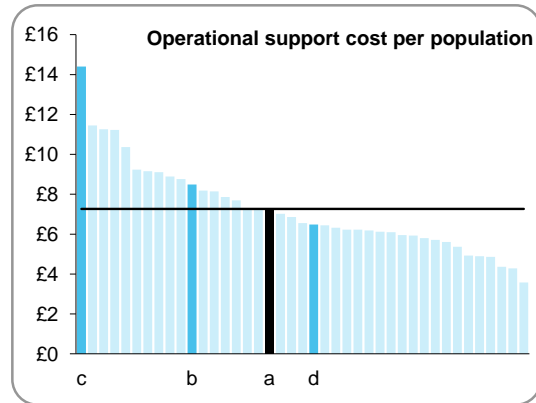* Net cost of the difference in spend to the average per head of all/MSG forces.

** Officer salaries and overtime as % of gross expenditure

Source: POA estimates 2014/15

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 (staff and non-staff) and earned income for some forces - particularly those hosting such arrangements).
>
> Earned income will include driver awareness courses and Casualty Reduction Partnerships.
>
> Forces with collaboration payments over £2 per 1000 pop: Cambridgeshire .

Road policing cost per population

Police officers

Police staff and PCSOs

Non-staff costs

Earned income
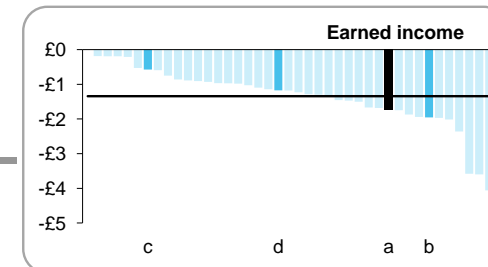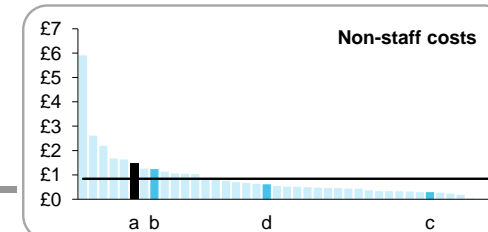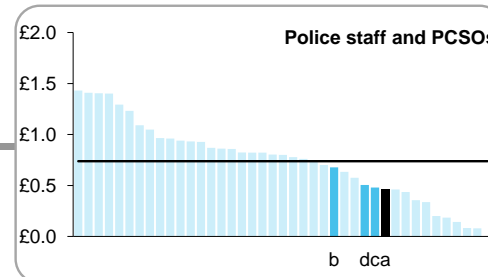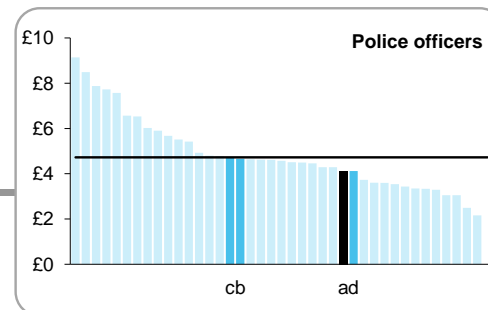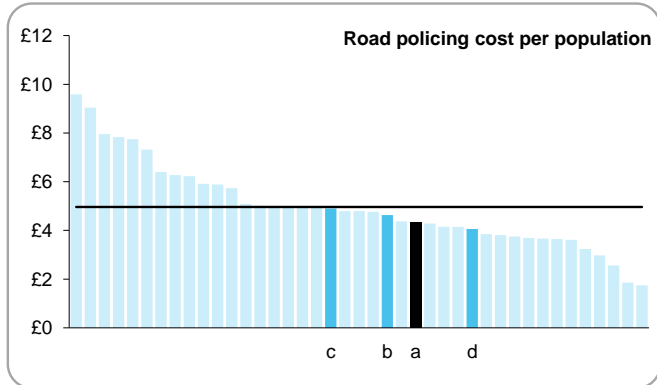
Staffing	FTE	FTE per 1k pop	Averages All	Averages MSG	Diff* FTE All	Diff* FTE MSG
Police officers	226	0.08	0.09	0.09	-33	-17
PCSOs	0	0.00	0.00	0.00	-1	-9
Police Staff	43	0.02	0.02	0.02	-25	0

Expenditure	£m	£/head	Averages All	Averages MSG	Diff** £m All	Diff** £m MSG
Police officers	11.5	4.1	4.7	4.4	-1.7	-0.8
Police staff and PCSOs	1.3	0.5	0.7	0.5	-0.8	-0.2
Non-staff costs	4.1	1.5	0.8	0.9	1.7	1.6
Earned income	-4.8	-1.7	-1.3	-1.4	-1.1	-1.0
Total cost	12.0	4.3	5.0	4.5	-1.8	-0.4

Cost/FTE	Force	All	MSG	All	MSG
Police officers	£51k	£51k	£51k	0.0	0.1
Police staff and PCSOs	£30k	£30k	£28k	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 to the average per head of all/MSG forces.

Source: POA estimates 2014/15

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 not all charts are included and that operational support used here is the POA category, not the workforce descriptor used in HMIC's Policing in Austerity: Rising to the Challenge (July 2013).

Firearms unit

Dogs section

Operational support cost per population

Advanced public order

Air operations

Central operations command team and support overheads

Population	2,783k							
			Averages		Diff* £m		%	MSG
	£m	£/head	All	MSG	All	MSG	Off**	Average
Firearms unit	8.5	3.1	2.8	3.2	0.7	-0.5	93%	94%
Dogs section	3.5	1.3	1.2	1.2	0.1	0.2	79%	86%
Advanced public order	4.9	1.8	1.1	2.2	1.7	-1.3	99%	97%
Air operations	1.7	0.6	0.9	0.9	-0.7	-0.7	26%	19%
Civil contingencies	1.7	0.6	0.5	0.7	0.2	-0.2	78%	76%
Specialist terrain	0.0	0.0	0.1	0.1	-0.3	-0.3	n/a	22%
Mounted police	0.0	0.0	0.1	0.4	-0.3	-1.1	n/a	54%
Event (new heading in 2014/15)	0.2	0.1	0.0	0.0	0.2	0.3	93%	93%
Airports and ports policing unit	-0.6	-0.2	0.0	0.0	-0.5	-0.5	93%	93%
Command team and support	0.1	0.0	0.5	0.5	-1.3	-1.3	35%	64%
Operational support	20.1	7.2	7.3	9.1	-0.2	-5.4	84%	82%

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

** Officer salaries and overtime as % of gross expenditure

Source: POA estimates 2014/15

West Midlands

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 staff/non-staff costs for certain forces.

Forces with collaboration payments over £2 per 1000 pop: Bedfordshire , Cambridgeshire and South Wales. Forces with collaboration income over £2 per 1000 pop: Sussex.

Operational support cost per population

Police officers

Non-staff costs
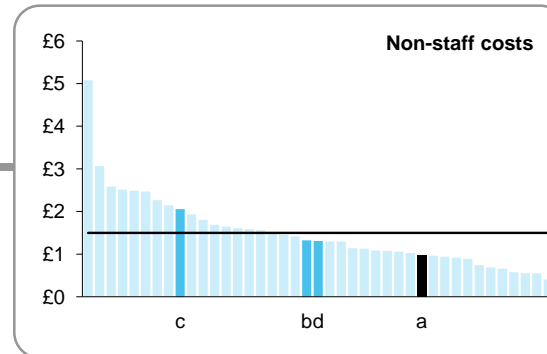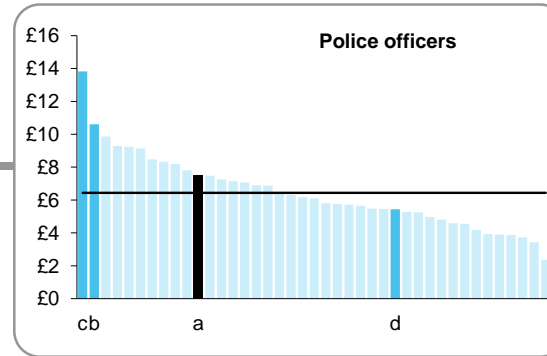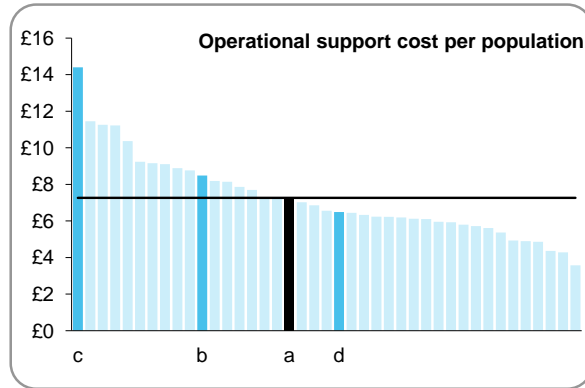
Staffing	FTE	FTE per 1000 pop	Averages		Diff* FTE	
			All	MSG	All	MSG
Police officers	384	0.14	0.12	0.16	52	-74
PCSOs	0	0.00	0.00	0.00	-1	-3
Police staff	25	0.01	0.01	0.02	-10	-21

Expenditure	£m	£/head	Averages		Diff** £m	
			All	MSG	All	MSG
Police officers	20.9	7.5	6.4	9.3	2.9	-5.1
Police staff and PCSOs	1.1	0.4	0.4	0.6	0.0	-0.4
Non-staff costs	2.7	1.0	1.5	1.4	-1.5	-1.2
Earned income	-4.7	-1.7	-1.1	-2.2	-1.6	1.4
Total cost	20.1	7.2	7.3	9.1	-0.2	-5.4

Cost/FTE	Force	Averages		Diff** £m	
		All	MSG	All	MSG
Police officers	£54k	£54k	£57k	0.1	-0.9
Police staff and PCSOs	£46k	£31k	£32k	0.4	0.3

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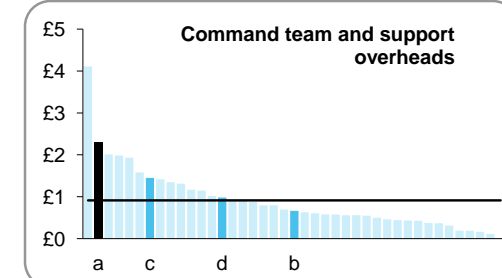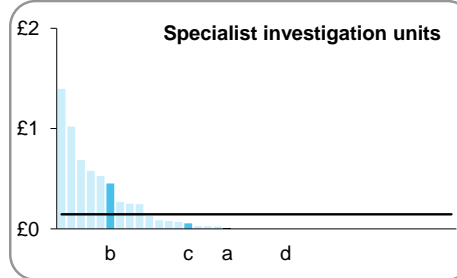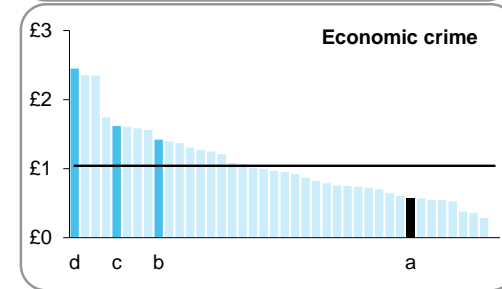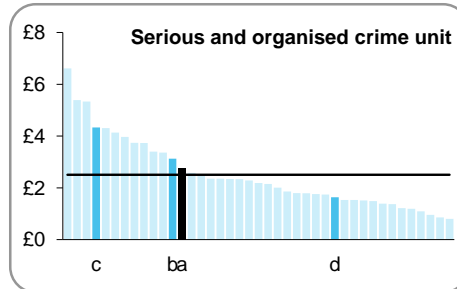
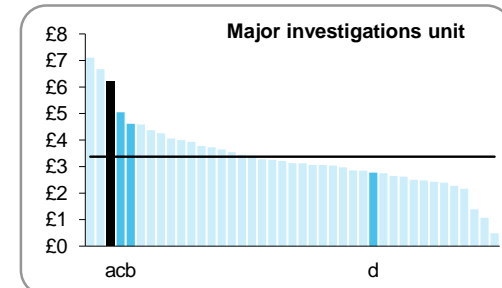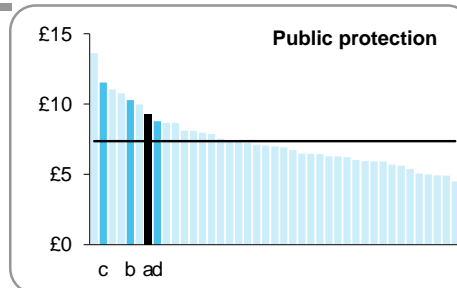** Net cost of the difference in spend to the average per head of all/MSG forces.

West Midlands

Income and expenditure - NRE by function - Intelligence
What does the force spend on the different areas within intelligence compared with others?
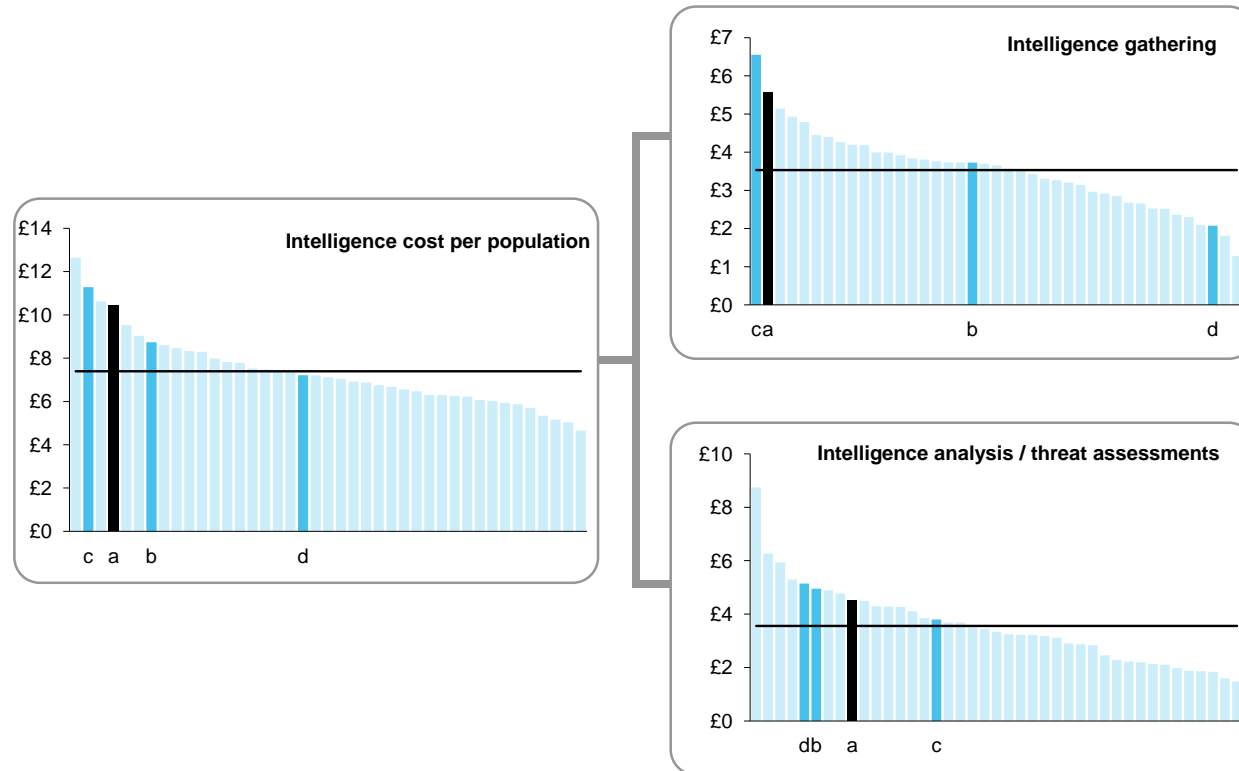
Intelligence cost per population

Intelligence gathering

Intelligence analysis / threat assessments

Population	2,783k							
			Averages		*Diff* £m*		%	MSG
	£m	£/head	All	MSG	All	MSG	Off**	Average
Intelligence gathering	15.5	5.6	3.5	4.5	5.7	3.0 <<	56%	69%
Intelligence analysis / threat assessments	12.5	4.5	3.6	4.6	2.6	-0.3	76%	56%
Command team and support	1.0	0.4	0.3	0.3	0.2	0.1	72%	58%
Intelligence	29.0	10.4	7.4	9.4	8.5	2.8 <<	66%	62%

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

** Officer salaries and overtime as % of gross expenditure

Source: POA estimates 2014/15

West Midlands

Income and expenditure - NRE by function - Intelligence - Use of resources
How does the force spend its money within intelligence compared with others?

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

Forces with collaboration income over £2 per 1000 pop: Derbyshire, Leicestershire, Thames Valley.

Intelligence cost per population

Police officers

Police staff and PCSOs
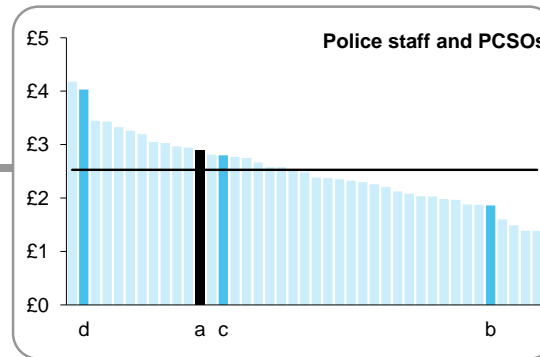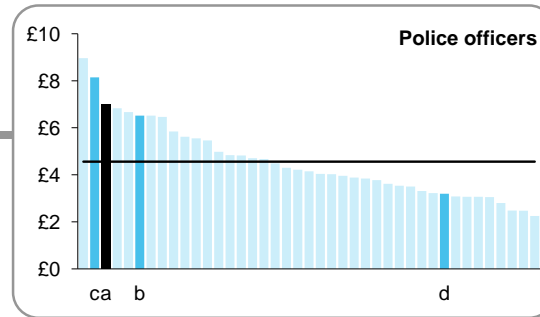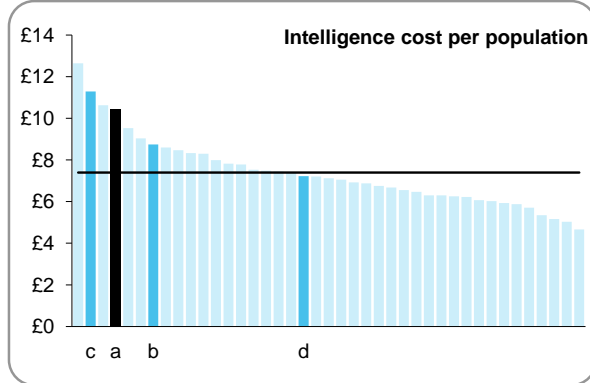
Staffing	FTE	FTE per 1000 pop	Averages		Diff* FTE	
			All	MSG	All	MSG
Police officers	360	0.13	0.09	0.12	121	32
PCSOs	0	0.00	0.00	0.00	0	0
Police staff	206	0.07	0.08	0.09	-14	-55

Expenditure	£m	£/head	Averages		Diff** £m	
			All	MSG	All	MSG
Police officers	19.4	7.0	4.6	6.2	6.8	2.2
Police staff and PCSOs	8.1	2.9	2.5	2.9	1.0	0.0
Non-staff costs	2.1	0.8	0.6	0.7	0.4	0.2
Earned income	-0.6	-0.2	-0.3	-0.4	0.3	0.5
Total cost	29.0	10.4	7.4	9.4	8.5	2.8

Cost/FTE	Force	Averages		Diff** £m	
		All	MSG	All	MSG
Police officers	£54k	£53k	£53k	0.3	0.5
Police staff and PCSOs	£39k	£32k	£31k	1.5	1.7

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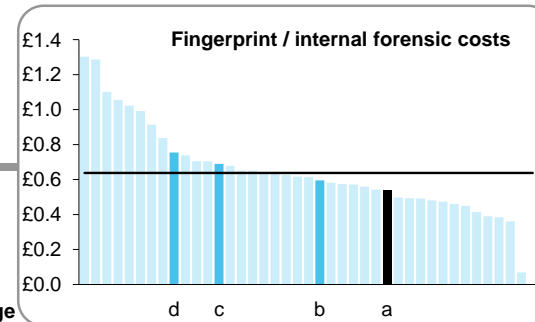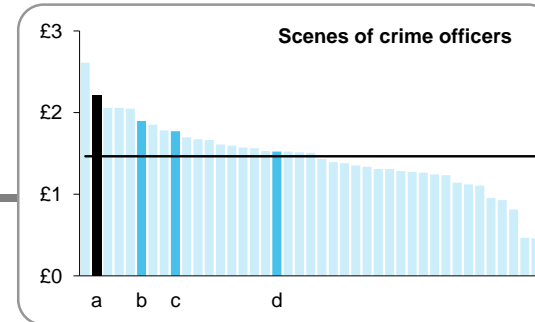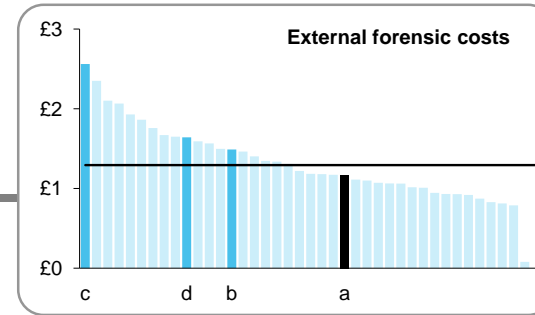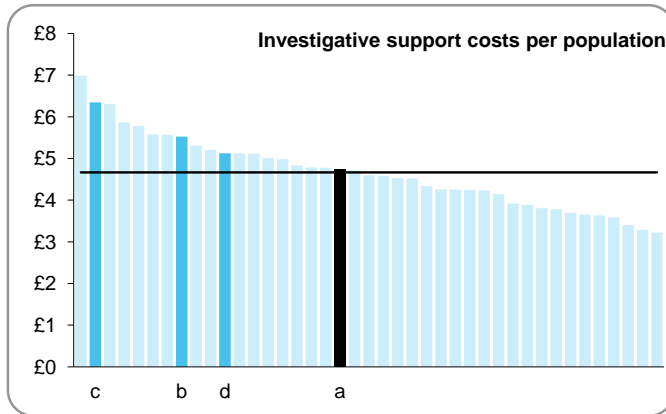
** Net cost of the difference in spend to the average per head of all/MSG forces.

West Midlands

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 local investigation/prisoner processing is under local policing.

Investigations cost per population

Public protection

Major investigations unit

Serious and organised crime unit

Economic crime

Specialist investigation units

Command team and support overheads

Population				2,783k					
			Averages			*Diff* £m*		%	Average
	£m	£/head	All	MSG		All	MSG	Off**	MSG
Public protection	25.8	9.3	7.4	10.0		5.3	-1.9	89%	83%
Major investigations unit	17.3	6.2	3.4	4.7		7.9	4.3 <<	90%	80%
Serious and organised crime unit	7.6	2.7	2.5	3.0		0.7	-0.6	100%	76%
Economic crime	1.6	0.6	1.0	1.5		-1.3	-2.6	64%	60%
Specialist investigation units	0.0	0.0	0.1	0.1		-0.4	-0.3	52%	39%
Command team and support overheads	6.4	2.3	0.9	1.3		3.8	2.6 <<	67%	59%
Investigations	58.7	21.1	15.3	20.6		16.0	1.5	87%	77%

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

** Officer salaries and overtime as % of gross expenditure

*Source: POA estimates 2014/15*

West Midlands

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 staff/non-staff costs for certain forces.

Forces with collaboration payments over £2 per 1000 pop: Cambridgeshire, Derbyshire, Lincolnshire, Merseyside, Northamptonshire and Nottinghamshire. Forces with collaboration income over £2 per 1000 pop: Leicestershire and Merseyside .

Police officers

Investigations cost per population

Police staff and PCSOs

Non-staff costs
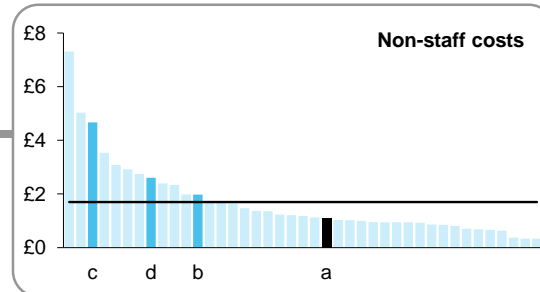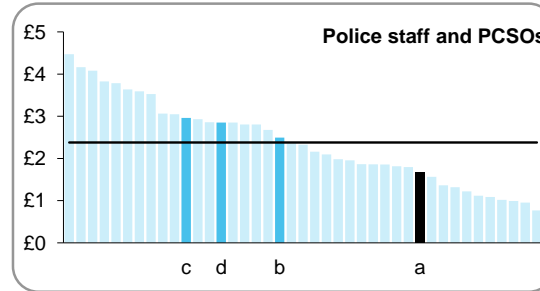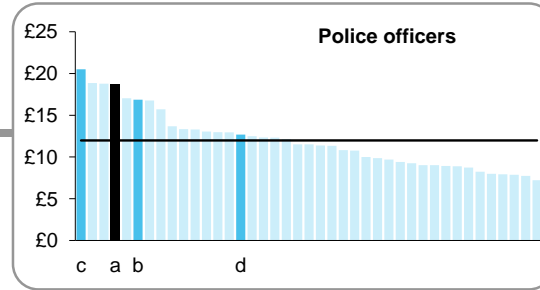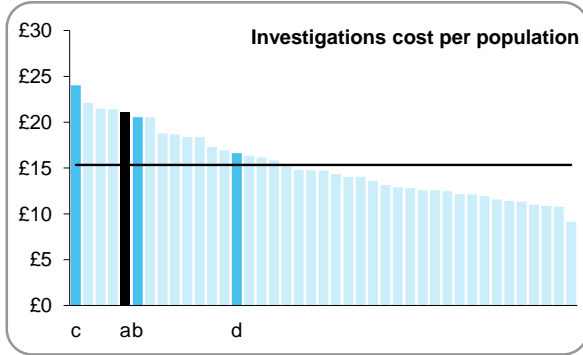
Staffing	FTE	FTE per 1000 pop	Averages		Diff* FTE	
			All	MSG	All	MSG
Police officers	1,045	0.38	0.22	0.33	443	140
PCSOs	0	0.00	0.00	0.00	0	0
Police staff	158	0.06	0.08	0.08	-60	-72

Expenditure	£m	£/head	Averages		Diff** £m	
			All	MSG	All	MSG
Police officers	52.2	18.8	12.0	17.2	18.8	4.3
Police staff and PCSOs	4.6	1.7	2.4	2.5	-2.0	-2.3
Non-staff costs	3.0	1.1	1.7	2.6	-1.7	-4.2
Earned income	-1.2	-0.4	-0.7	-1.7	0.9	3.6
Total cost	58.7	21.1	15.3	20.6	16.0	1.5

Cost/FTE	Force	Averages		Diff** £m	
		All	MSG	All	MSG
Police officers	£50k	£55k	£53k	-5.8	-3.1
Police staff and PCSOs	£29k	£30k	£30k	-0.2	-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 to the average per head of all/MSG forces.

Source: POA estimates 2014/15

West Midlands

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 not all charts are included.

External forensic costs

Investigative support costs per population
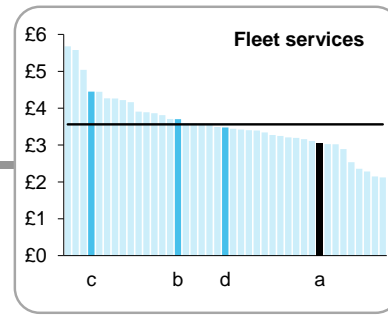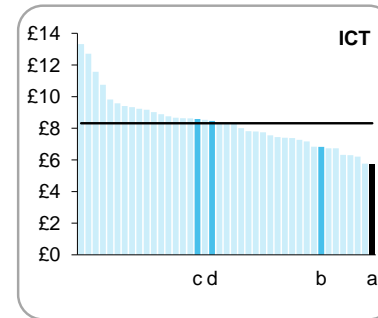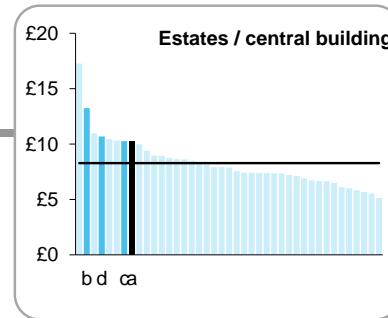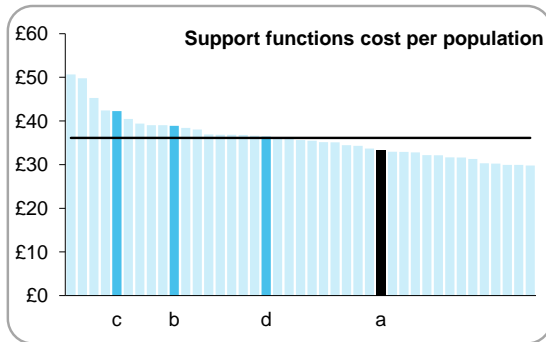
Scenes of crime officers

Fingerprint / internal forensic costs

Population	2,783k							
			Averages		*Diff* £m*		%	MSG
	£m	£/head	All	MSG	All	MSG	Off**	Average
External forensic costs	3.3	1.2	1.3	1.7	-0.3	-1.5	0%	0%
Scenes of crime officers	6.1	2.2	1.5	1.8	2.1	1.0	5%	1%
Fingerprint/internal forensic	1.5	0.5	0.6	0.6	-0.3	-0.3	0%	0%
Photographic image recovery	2.0	0.7	0.3	0.5	1.2	0.6	55%	14%
Other forensic services	0.2	0.1	0.8	0.7	-2.1	-1.7	0%	3%
Command team and support	0.1	0.1	0.1	0.1	-0.2	0.0	0%	0%
Investigative support	13.2	4.8	4.7	5.4	0.2	-1.9	10%	3%

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

** Officer salaries and overtime as % of gross expenditure

Source: POA estimates 2014/15

West Midlands

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 staff/non-staff costs for certain forces.

Forces with collaboration payments over £2 per 1000 pop: Humberside, North Yorkshire and South Yorkshire. Forces with collaboration income over £2 per 1000 pop: Derbyshire, Humberside, South Yorkshire and West Yorkshire.

Police staff and PCSOs

Investigative support costs per population

Non-staff costs
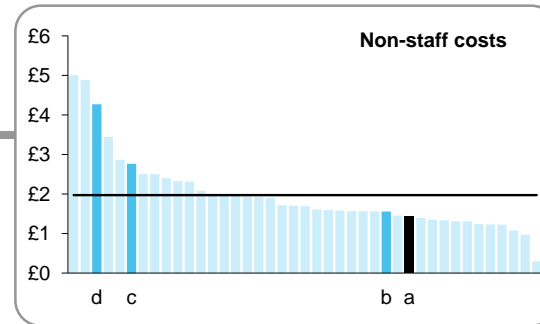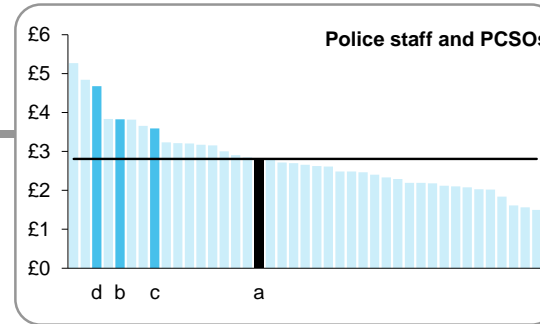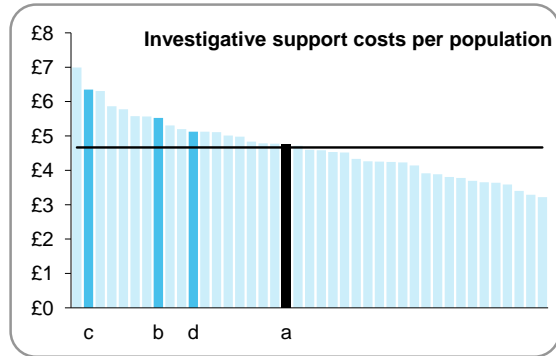
Staffing	FTE	FTE per 1000 pop	Averages		Diff* FTE	
			All	MSG	All	MSG
Police officers	30	0.01	0.00	0.00	16	21
PCSOs	0	0.00	0.00	0.00	0	0
Police staff	177	0.06	0.08	0.10	-34	-99

Expenditure	£m	£/head	Averages		Diff** £m	
			All	MSG	All	MSG
Police officers	1.4	0.5	0.3	0.2	0.7	0.9
Police staff and PCSOs	7.8	2.8	2.8	3.7	0.0	-2.5
Non-staff costs	4.0	1.4	2.0	2.5	-1.5	-3.0
Earned income	0.0	0.0	-0.4	-1.0	1.0	2.7
Total cost	13.2	4.8	4.7	5.4	0.2	-1.9

Cost/FTE	Force	Averages		Diff** £m	
		All	MSG	All	MSG
Police officers	£46k	£53k	£48k	-0.2	0.0
Police staff and PCSOs	£44k	£37k	£38k	1.3	1.2

* 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 to the average per head of all/MSG forces.

West Midlands

## Income and expenditure - NRE by function - Support functions

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

See the following pages for more details.

Support functions cost per population

Estates / central building

ICT

Training

Fleet services

Administration support

Human resources

Finance

Performance review / corporate development

Professional standards
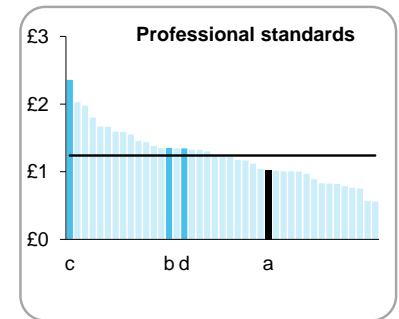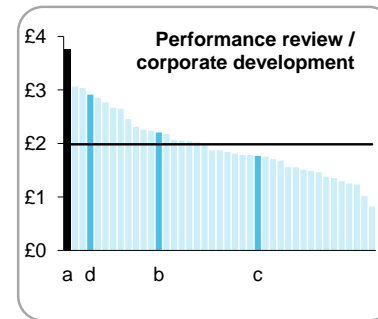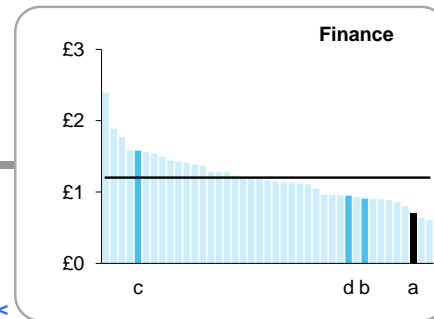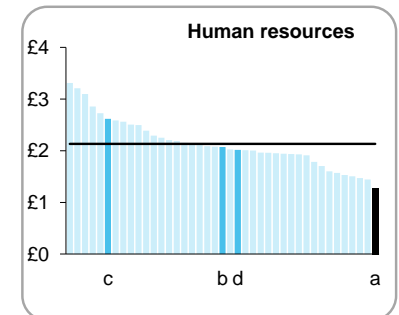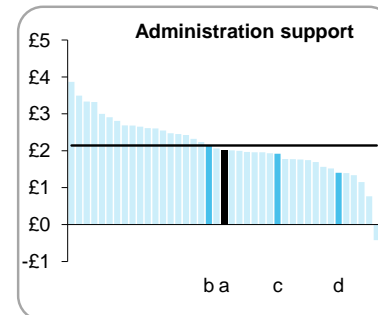
Population	2783k					
			Averages		*Diff* £m*	
	£m	£/head	All	MSG	All	MSG
Estates / central building	28.4	10.2	8.3	11.1	5.4	-2.5
ICT	15.9	5.7	8.3	7.4	-7.3	-4.7 <<
Training	6.9	2.5	3.3	2.9	-2.4	-1.1
Fleet services	8.5	3.1	3.6	3.7	-1.4	-1.7
Administration support	5.6	2.0	2.1	1.9	-0.4	0.4
Human resources	3.6	1.3	2.1	2.0	-2.4	-2.0
Finance	2.0	0.7	1.2	1.0	-1.4	-0.9
Performance review	10.5	3.8	2.0	2.7	5.0	3.1 <<
Professional standards	2.9	1.0	1.2	1.5	-0.6	-1.4
All other support functions	8.2	3.0	3.9	3.6	-2.7	-1.7
Support functions	92.4	33.2	36.1	37.7	-8.1	-12.5

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

West Midlands

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 staff/non-staff costs for certain forces.
>
> Forces with collaboration payments over £2 per 1000 pop: Bedfordshire, Derbyshire, Gwent, Hampshire, Humberside, Lincolnshire, South Yorkshire and Sussex.
>
> Forces with collaboration income over £2 per 1000 pop: Derbyshire, Humberside, Kent, Leicestershire, South Yorkshire, Sussex and Thames Valley.

Police officers

Support functions cost per population

Police staff and PCSOs
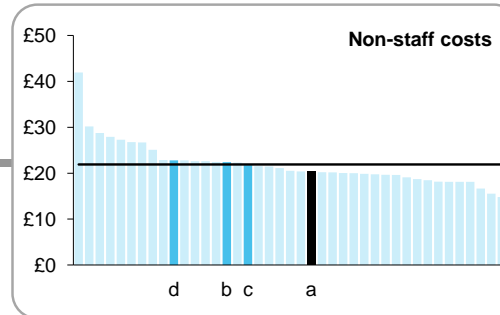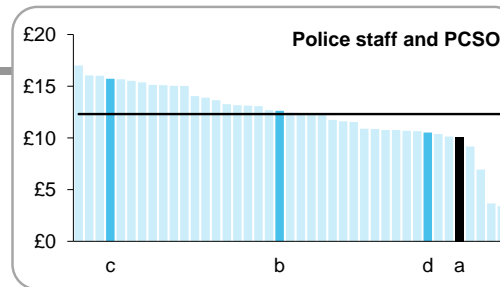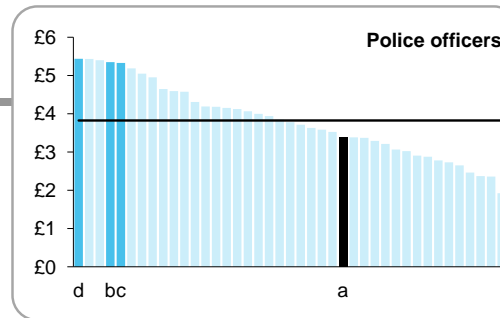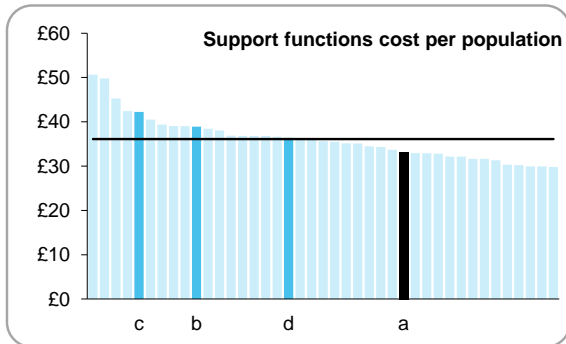
Staffing	FTE	FTE per 1000 pop	Averages		Diff* FTE	
			All	MSG	All	MSG
Police officers	167	0.06	0.06	0.08	0	-58
PCSOs	0	0.00	0.00	0.00	0	0
Police staff	957	0.34	0.36	0.39	-59	-123

Expenditure	£m	£/head	Averages		Diff** £m	
			All	MSG	All	MSG
Police officers	9.4	3.4	3.8	4.9	-1.2	-4.1
Police staff and PCSOs	28.1	10.1	12.3	12.2	-6.1	-6.0
Non-staff costs	56.7	20.4	21.9	21.8	-4.2	-4.1
Earned income	-1.9	-0.7	-1.9	-1.3	3.4	1.7
Total cost	92.4	33.2	36.1	37.7	-8.1	-12.5

Non-staff costs

Cost/FTE	Force	Averages		Diff** £m	
		All	MSG	All	MSG
Police officers	£57k	£64k	£60k	-1.2	-0.6
Police staff and PCSOs	£29k	£34k	£32k	-4.2	-2.1

* 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 to the average per head of all/MSG forces.

Source: POA estimates 2014/15

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 staff/non-staff costs for certain forces.

POA 2014/15 estimates

(including national policing functions)

Total FTE	10,990	(Officers, staff and PCSOs)
Officer FTE	7,187	
Total NRE (£m)	589.7	

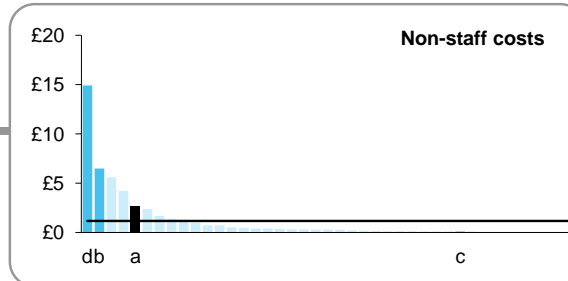|	Cost £m	per FTE	All Avg	Diff* £m
Human resources	3.6	£324	£636	-3.4
Finance	2.0	£180	£360	-2.0
ICT	15.9	£1,445	£2,501	-11.6
Training	6.9	£628	£998	-4.1
Estates	28.4	£2,587	£2,456	1.4

	% NRE	All Avg	Diff* £m
Human resources	0.6%	1.2%	-3.4
Finance	0.3%	0.7%	-1.9
ICT	2.7%	4.6%	-11.1
Training	1.2%	1.8%	-3.9
Estates	4.8%	4.5%	2.0

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

Source: POA estimates 2014/15

Cost per FTE

% NRE
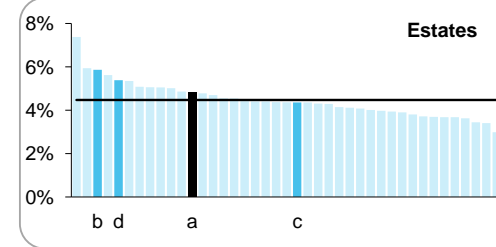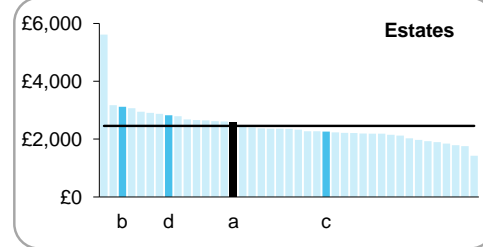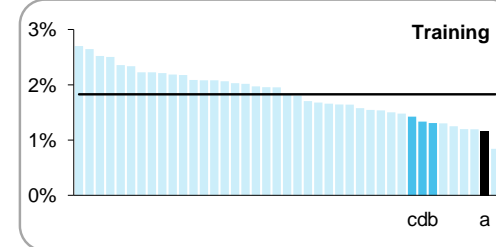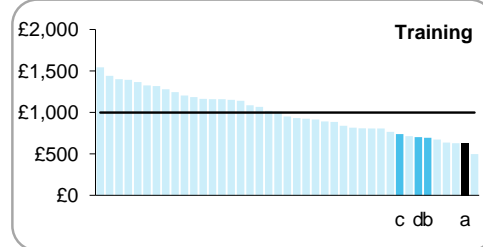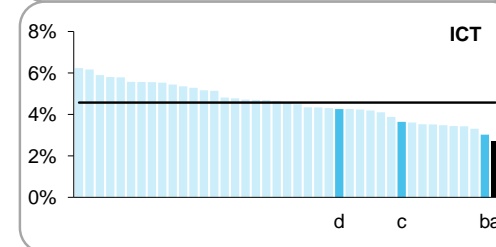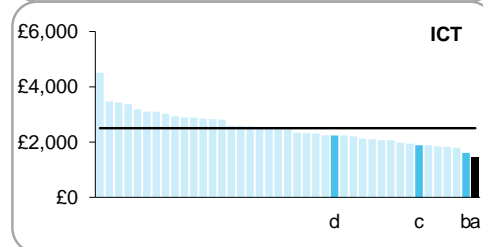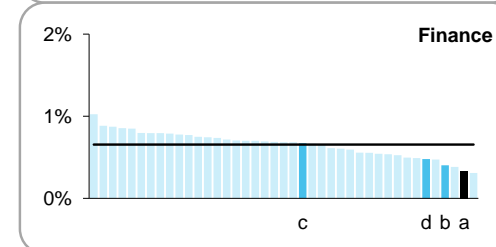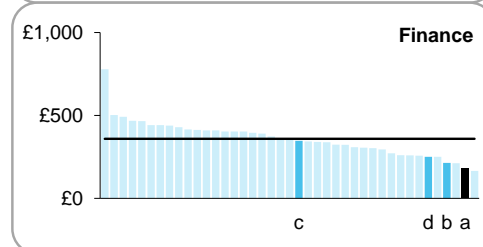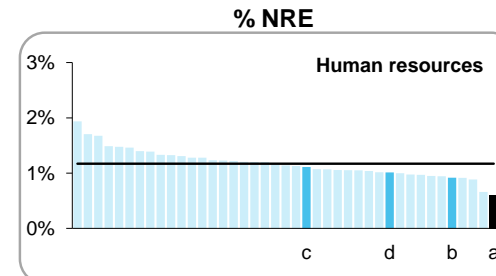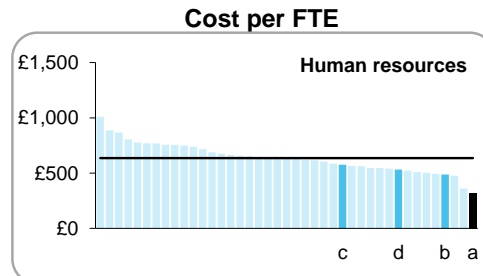
Income and expenditure - NRE by function - National policing

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

Counter terrorism / special branch

National policing cost per population

Other national policing requirements
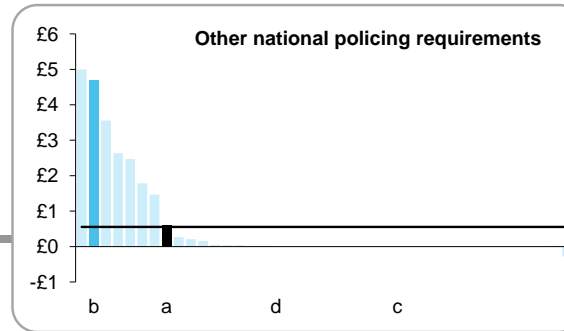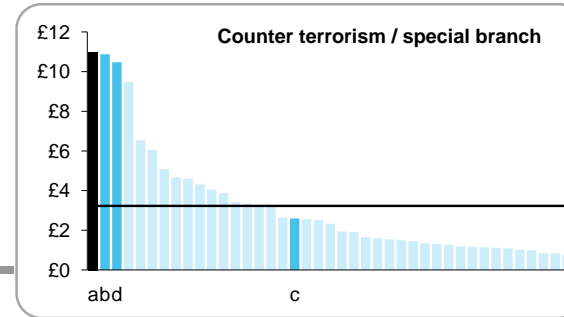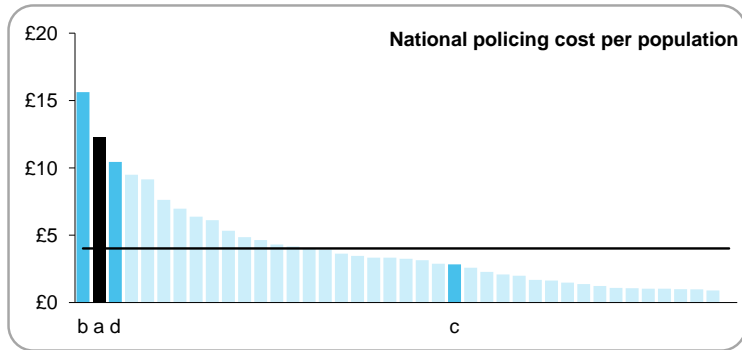
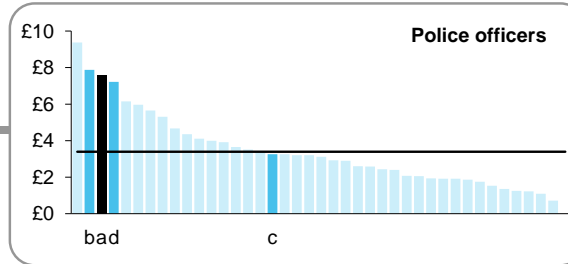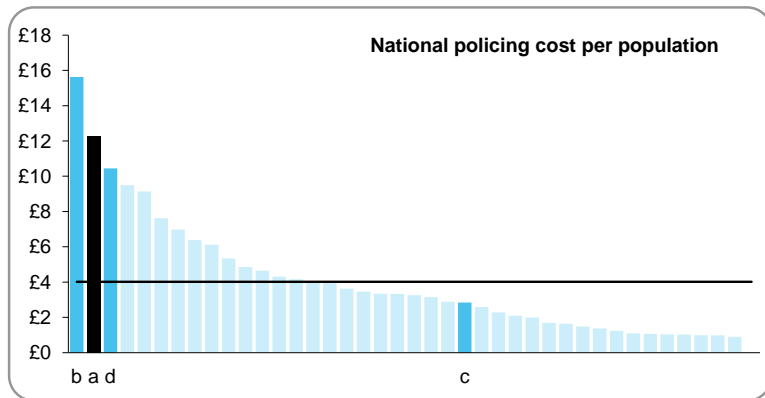| Population	2,783k							
			Averages		*Diff* £m*		%	MSG
	£m	£/head	All	MSG	All	MSG	Off**	Average
Counter terrorism/special branch	30.6	11.0	3.2	8.7	21.6	6.3 <<	59%	69%
Other national policing requirements	1.7	0.6	0.6	1.3	0.2	-2.0	100%	28%
Hosting national services	1.8	0.6	0.0	0.2	1.7	1.4	6%	2%
Secondments (out of force)	0.0	0.0	0.0	0.1	-0.1	-0.2	91%	93%
ACPO projects / initiatives	0.0	0.0	0.2	0.0	-0.5	0.0	n/a	0%
National policing	34.1	12.2	4.0	10.3	22.9	5.5 <<	59%	56%
Specific grants	-29.9	-10.8	-3.2	-9.4	-21.0	-3.7 <<		
Cost net of grants	4.2	1.5	0.8	0.9	1.9	1.7		

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

** Officer salaries and overtime as % of gross expenditure

Source: POA estimates 2014/15

Income and expenditure - NRE by function - National policing - Use of resources
How does the force spend its money within national policing compared with others?

National policing cost per population

Police officers

Police staff and PCSOs

Non-staff costs

Earned income
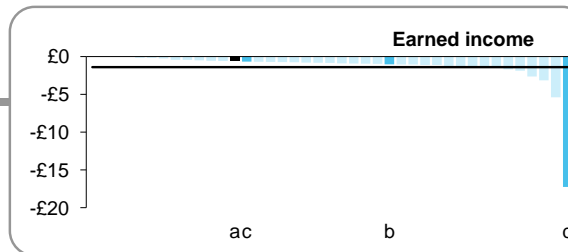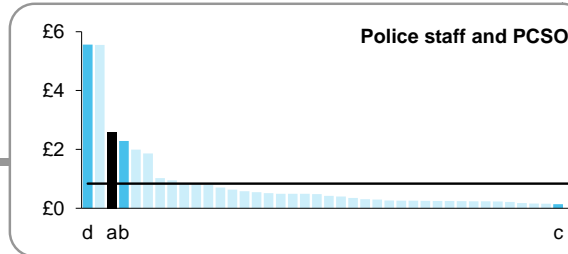
Staffing	FTE	FTE per 1000 pop	Averages All	Averages MSG	Diff* FTE All	Diff* FTE MSG
Police officers	371	0.13	0.06	0.12	207	40
PCSOs	0	0.00	0.00	0.00	0	0
Police staff	207	0.07	0.02	0.07	138	9

Expenditure	£m	£/head	Averages All	Averages MSG	Diff** £m All	Diff** £m MSG
Police officers	21.1	7.6	3.4	6.5	11.7	3.1
Police staff and PCSOs	7.2	2.6	0.8	2.6	4.9	-0.1
Non-staff costs	7.5	2.7	1.2	6.0	4.2	-9.4
Income exc grants	-1.7	-0.6	-1.4	-4.9	2.2	11.9
Total cost	34.1	12.2	4.0	10.3	22.9	5.5
Specific grants	-29.9	-10.8	-3.2	-9.4	-21.0	-3.7
Cost net of grants	4.2	1.5	0.8	0.9	1.9	1.7

Cost/FTE	Force	Averages All	Averages MSG	Diff** £m All	Diff** £m MSG
Police officers	£57k	£58k	£54k	-0.3	0.9
Police staff and PCSOs	£35k	£34k	£37k	0.2	-0.5

* 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 to the average per head of all/MSG forces.

Source: POA estimates 2014/15

West Midlands

## Income and expenditure - NRE by function - Police and Crime Commissioner/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 advisors. 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 (monies previously allocated separately for community safety, now combined within the main grant to PCC/local policing body)
- victim and witness services including restorative justice (RJ)
- services directly commissioned by the PCC
- costs associated with the commissioning of the 2013/14 Ministry of Justice grant.
The split between Community Safety and Victims/Witnesses/RJ/Other costs is based on percentage of gross PCC Commissioned Services spent on Community Safety.

Cost of PCC/Deputy Mayor for Policing and Crime

Office of PCC/local policing body & other costs

PCC/Local policing body cost

PCC/local policing body commissioned services

Community Safety

Victims & witnesses, restorative justice & other
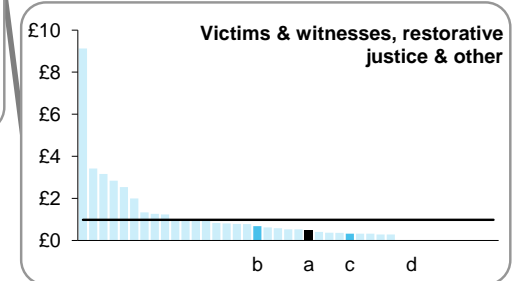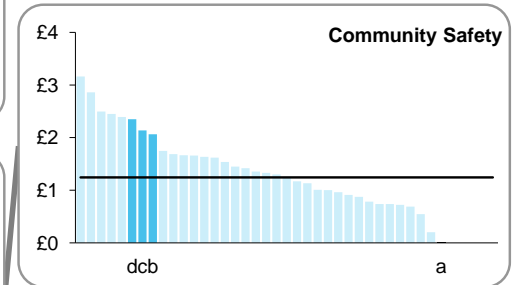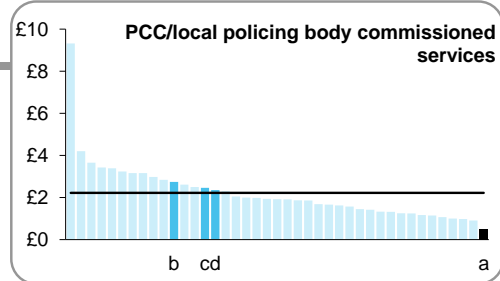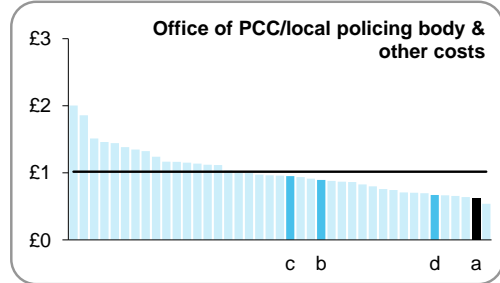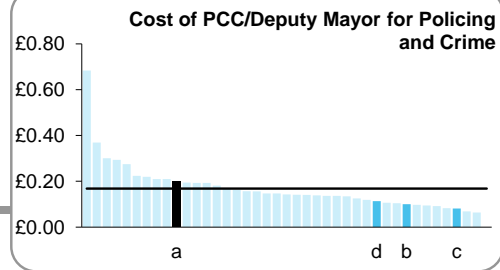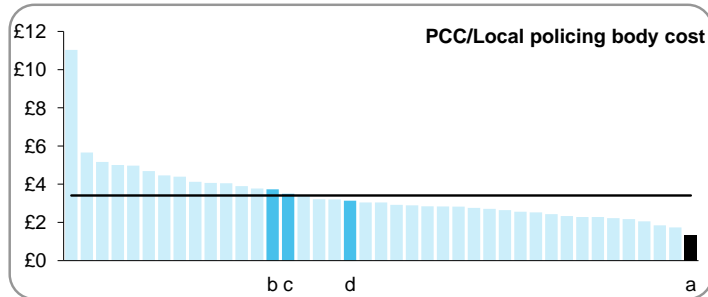
The data on the office of the PCC should be read with caution as staff numbers will vary according to the local context. Some staff within the OPCC may be providing a dual service to the force, e.g., finance, communications or analysis teams. Also, the transition of staff from employment by the police authority to the PCC and Chief Constable may impact on staff numbers. This transition was undertaken in two stages. The first transferred all staff (not police officers) to the employment of the PCC, the second covered the return of operational staff to the Chief Constable. The PCC retained some functions under this process and these may not be consistent across all OPCCs.
Note that HMIC do not inspect expenditure incurred by local policing bodies/PCCs.

Population	2,783k					
			Averages		*Diff* £m*	
	£m	£/head	All	MSG	All	MSG
Cost of PCC/Deputy Mayor for Policing and Crime	0.56	0.20	0.17	0.12	0.09	0.21
Office of PCC/local policing body & other costs	1.72	0.62	1.02	0.78	-1.11	-0.46 <<
PCC/local policing body commissioned services	1.45	0.52	2.22	2.02	-4.74	-4.16
Community Safety	0.03	0.01	1.24	1.64	-3.44	-4.54
Victims & witnesses, restorative justice & other	1.43	0.51	0.98	0.38	-1.30	0.37 <<
PCC/Local policing body cost	3.73	1.34	3.41	2.92	-5.76	-4.41

* Net cost of the difference in spend to the average per head of all/MSG PCCs/local policing bodies.
*Source: POA estimates 2014/15*

West Midlands

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 2013/14 whereas FTE and cost figures are from 2014/15 estimates.

Criminal justice cost per 100 charges

Criminal justice FTE per 100 charges
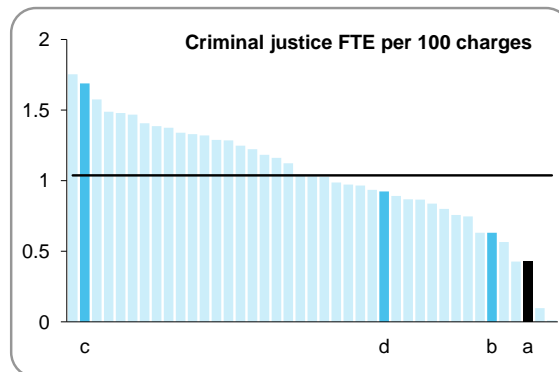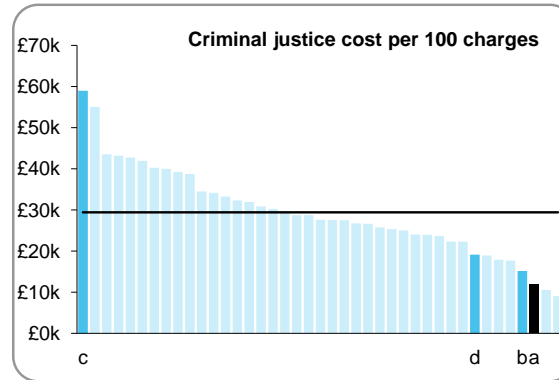
Charges	30,500					
		Per 100	*Averages*		**MSG Diff**	
	Force	**charges**	**All**	**MSG**		
Criminal justice FTE	130	0.4	1.0	0.9	-150	*
Criminal justice cost	£3.6m	£12k	£29k	£26k	-£4.4m	**

* 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 to the average per head of all/MSG forces.

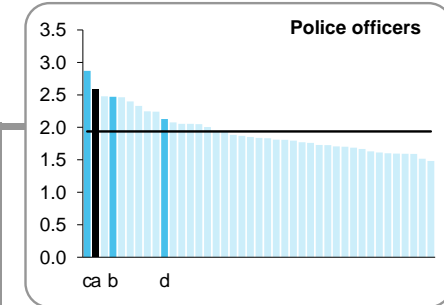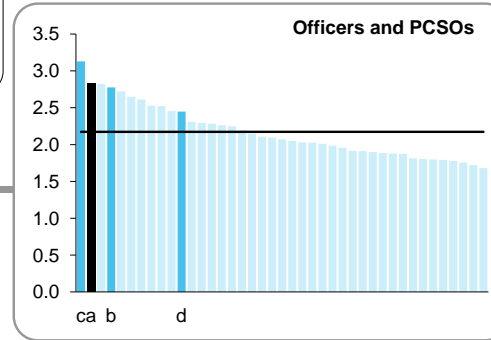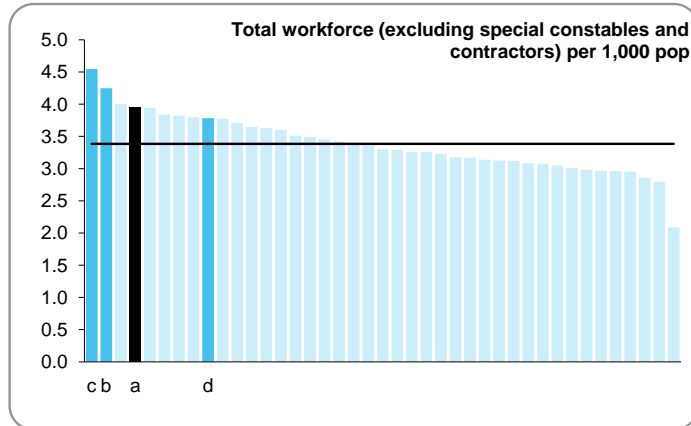*Source: POA estimates 2014/15 (costs/FTE) and Home Office Crime Statistics 2013/14 (charges)*

Workforce - Summary

How big is the force's workforce 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 2013/14 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.

Total workforce (excluding special constables and contractors) per 1,000 pop

Officers and PCSOs

Police officers

Police staff

PCSOs

POA Specials headcount
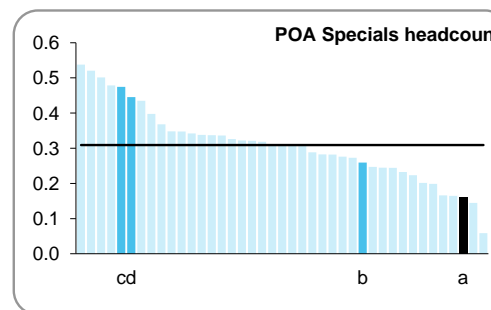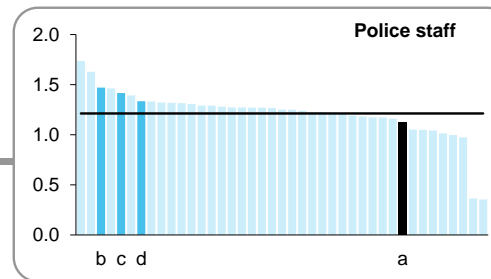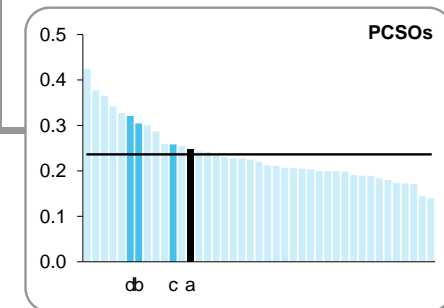
Population	2,783k

	FTE	FTE per 1,000	All Avg	Diff* FTE	% of total workforce	
					Force	Avg
Police officers	7,187	2.58	1.94	1,798	65%	57%
PCSOs	690	0.25	0.24	32	6%	7%
Sub-total	7,877	2.83	2.17	1,830	72%	64%
Police staff	3,113	1.12	1.21	-263	28%	36%
Total	10,990	3.95	3.39	1,567	100%	100%
Special constables (HC)	444	0.16	0.31	-417		
Contractors	1,581	0.57	0.05	1,439		

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

Source: POA estimates 2014/15, ADR 502 for contractors as at March 2014.

West Midlands

Workforce - Officers

How are officers in the force apportioned across operational front line, frontline support and operational support?
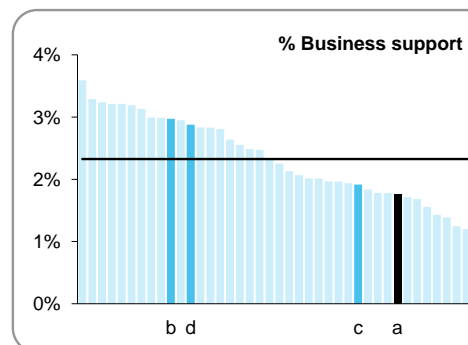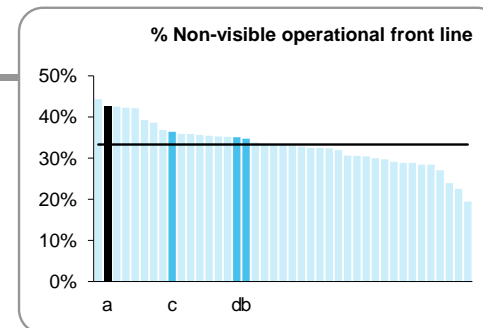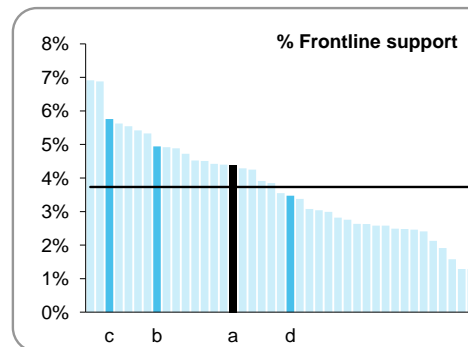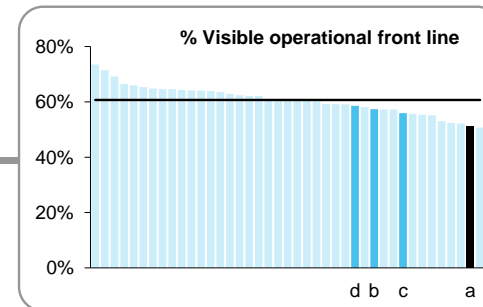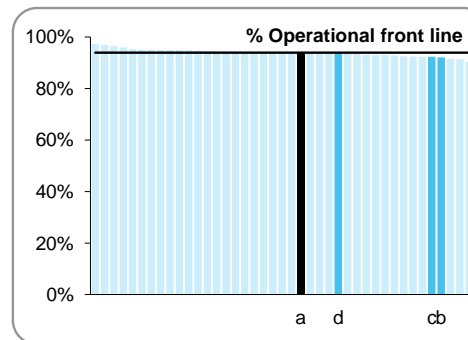
HMIC split police workforce roles into three categories using the ADR601 functions: operational front line (including visible and non-visible), frontline support* and business support.

We have mapped the ADR601 categories to the POA data for use here. For consistency to elsewhere in the profile, we have removed counter terrorism/special branch (a national policing function) 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 3 shows a list of POA functions and their classification.

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

* In *Policing in Austerity: Rising to the Challenge* (July 2013), HMIC define this role as operational support. Since this is the name of a POA category, frontline support is used here to avoid confusion

% Operational front line

% Visible operational front line

% Non-visible operational front line

% Frontline support

% Business support

Police officers	FTE	Force	Averages	
			All	MSG
Visible	3,496	51.3%	60.7%	55.8%
Non-visible	2,901	42.6%	33.3%	37.2%
Operational front line	6,397	93.9%	93.9%	93.0%
Frontline support	299	4.4%	3.7%	4.6%
Business support	120	1.8%	2.3%	2.4%
Other**	371			
Total	7,187	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 2014/15

West Midlands

Workforce - Police staff

How are police staff in the force apportioned across 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.

We have mapped the ADR601 categories to the POA data for use here. For consistency to elsewhere in the profile, we have removed counter terrorism/special branch (a national policing function) 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 3 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 Policing in Austerity: Rising to the Challenge (July 2013), 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	103	4%	6%	5%
Non-visible	1,449	50%	41%	42%
Operational front line	1,553	54%	46%	47%
Frontline support	407	14%	24%	22%
Business support	923	32%	30%	31%
Other**	230			
Total	3,113	100%	100%	100%
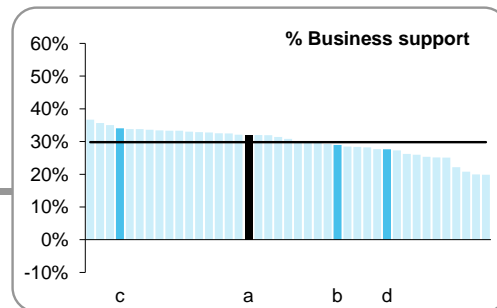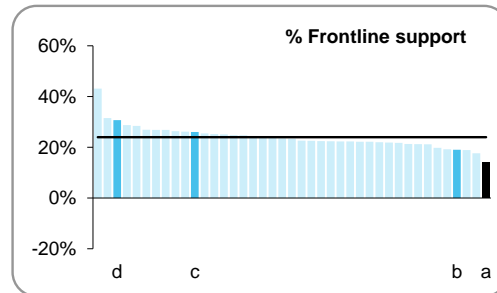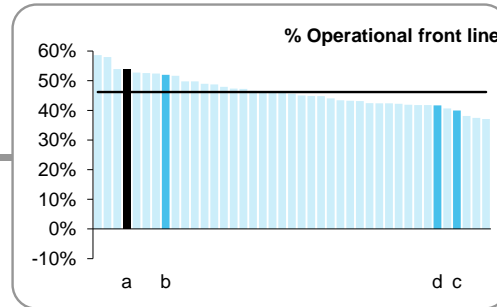
** Staff are classified as *Other* if their role does not fit into any of the three categories. They are not included in the percentage figures. See Annex 3 for details.

Source: POA estimates 2014/15

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. Association of Chief Police Officers (ACPO) 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.

Superintendents (inc. chief superintendents)

Inspectors (inc. chief inspectors)

Sergeants

Constables

PCSOs

Supervision ratio

Constables per sergeant
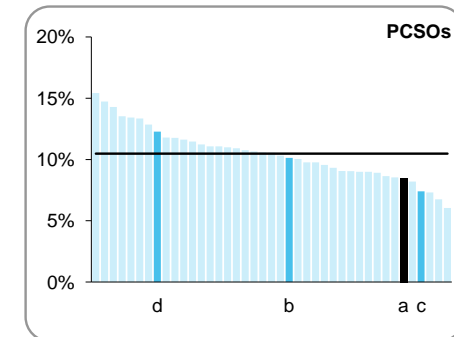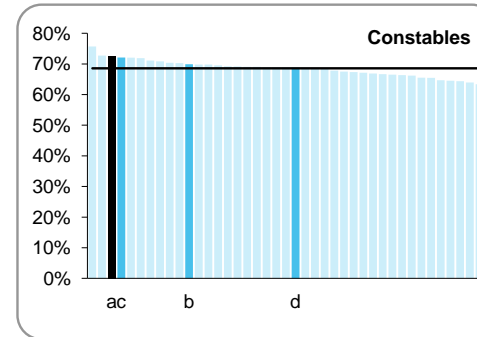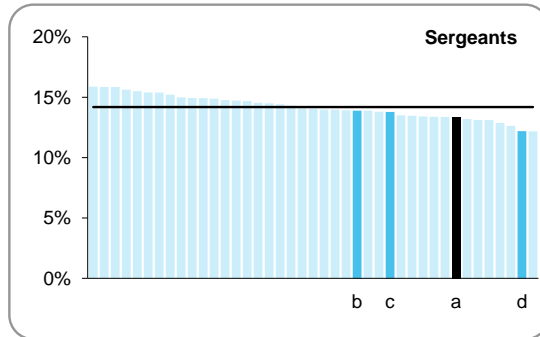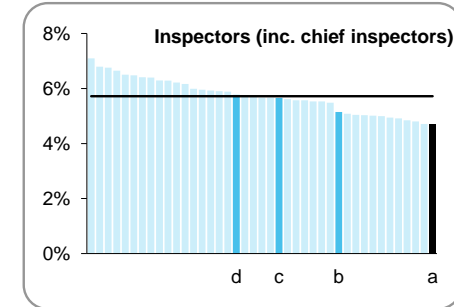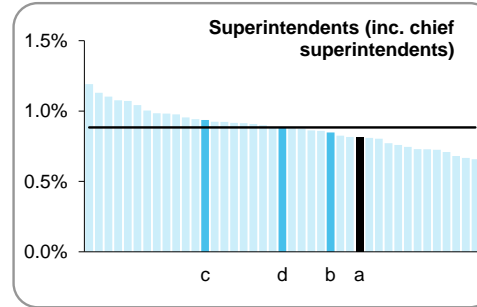
Constables and PCSOs per sergeant

Officers and PCSOs	FTE	%	All Avg
ACPO ranks	8	0.1%	0.2%
Chief superintendents	22	0.3%	0.3%
Superintendents	43	0.5%	0.6%
Chief inspectors	78	1.0%	1.3%
Inspectors	296	3.7%	4.4%
Sergeants	1,063	13.3%	14.2%
Constables	5,778	72.6%	68.5%
PCSOs	676	8.5%	10.5%
Force total	7,964	100.0%	100.0%

Supervision ratio	Force	All Avg
Constables per sergeant	5.4	4.9
Constables and PCSOs per sergeant	6.1	5.6
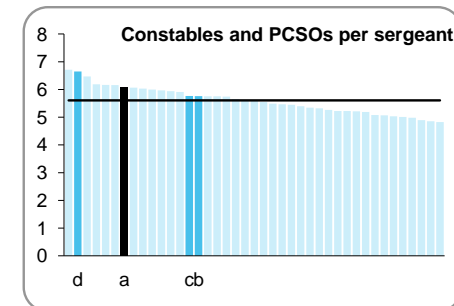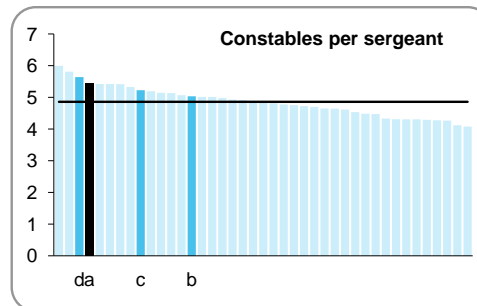
Source: ADR 502 March 2014

West Midlands

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 are used as a baseline for the presentation of trends (so the change is over two years).

The categories below have been chosen since they highlight areas where change is 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.

Percentage of workforce which are staff - percentage point change (12/13 to 14/15)
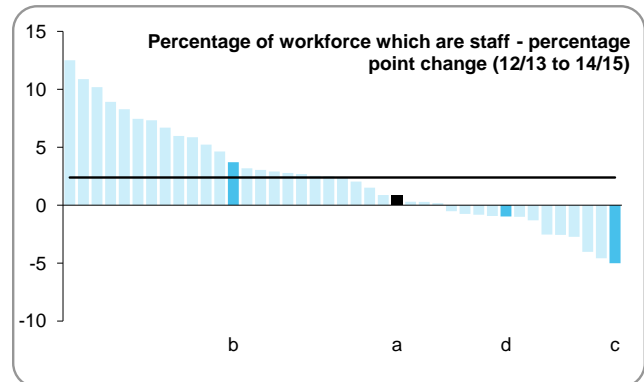
	2012/13 Estimates					2014/15 Estimates					Percentage point change	
	Police officers	Police Staff	% Staff	All Avg	Diff* FTE Off	Police officers	Police Staff	% Staff	All Avg	Diff* FTE Off	Force	All avg
Criminal justice	14	152	91%	89%	-4	17	113	87%	93%	8	-4.7	3.8
Central communications unit	9	148	94%	83%	-19	23	293	93%	83%	-31	-1.8	0.2
Intelligence analysis	152	166	52%	62%	30	176	63	26%	65%	94	-26.0	3.8
Administration support	0	392	100%	97%	-11	0	279	100%	98%	-6	0.0	0.6
Local call centres / front desk	360	751	68%	92%	272	196	489	71%	98%	181	3.7	5.6
Training	89	50	36%	46%	13	87	52	38%	47%	13	1.5	1.6
Intelligence gathering	238	21	8%	26%	47	176	140	44%	30%	-44	36.4	4.1
Custody	148	216	59%	44%	-57	146	163	53%	42%	-33	-6.6	-1.4
Human resources	0	122	100%	98%	-3	0	68	100%	97%	-2	0.0	-0.9
Scenes of crime officers	0	90	100%	95%	-4	6	134	96%	97%	2	-4.3	2.0
Total (of above functions)	1,010	2,106	68%	72%	265	828	1,793	68%	75%	181	0.8	2.4

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

Source: POA estimates 2014/15 & 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?

Population	2,783k		

	Workforce FTE 2014/15	Workforce FTE 2013/14	Diff from last year, FTE
Neighbourhood policing	2,104	2,201	-96
Incident (response) management	1,312	1,412	-100
Local investigation / prisoner support*	1,164	1,304	-140
Other local policing	375	428	-53
Local policing	4,955	5,345	-390
Dealing with the public	1,006	1,163	-157
Road policing	269	264	5
Operational support	408	416	-7
Intelligence	566	576	-10
Investigations	1,203	1,190	13
Investigative support	207	218	-11
Custody	309	296	13
Other criminal justice arrangements	342	367	-25
Criminal justice arrangements	651	663	-12
Information communication technology	92	130	-38
Human Resources	68	96	-27
Finance	53	57	-4
Other support functions	911	1,045	-134
Support functions	1,124	1,328	-204
Police and Crime Commissioner**	24	20	3
Total exc national policing and central costs	10,412	11,182	-770
Central costs	0	0	0
National policing	578	515	62
Total	10,990	11,697	-707

* 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 2014/15*

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 2013 and 2014 (using 31 March 2013 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 some context. However, PCSOs leaving forces may return as police officers.

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

Leavers as % of total workforce

Officers (inc transfers)

Officers (exc transfers)

Officer (transfers)
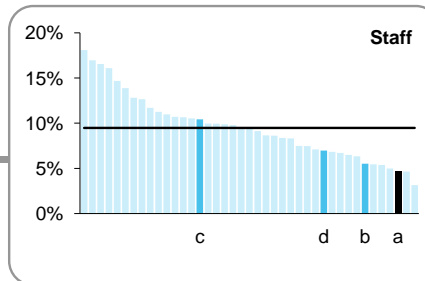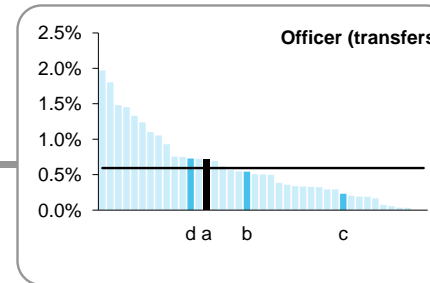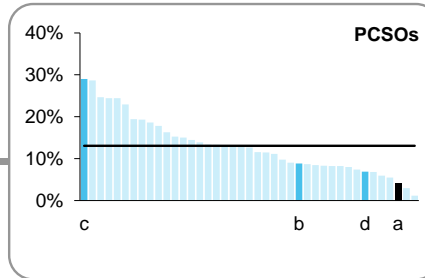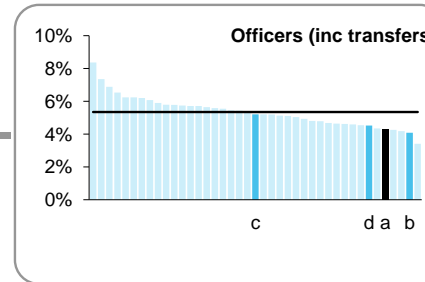
PCSOs

Staff

	Strength*	Leavers	% w'force	All Avg	Salary** £m
Police officers	7,615				
Leaving force		328	4.3%	5.3%	
Transfers		54	0.7%	0.6%	
Exc transfers		274	3.6%	4.8%	13.5
PCSOs	681	28	4.1%	13.0%	0.7
Police staff	2,836	135	4.7%	9.5%	4.4
Force total	**11,132**	**436**	**3.9%**	**6.9%**	**18.7**

* as at 31 March 2013

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

Source (leavers): ADR531 (30 Sept 2013 & 31 March 2014). Source (strength): ADR502 (as at 31 March 2013). Source (salary): POA estimates 2014/15

West Midlands

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 2013 and 2014 using 31 March 2013 as the baseline.

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

Police officers

Joiners as % of total workforce
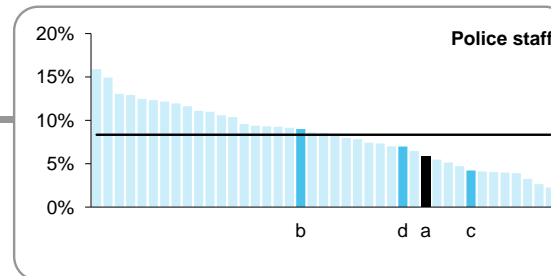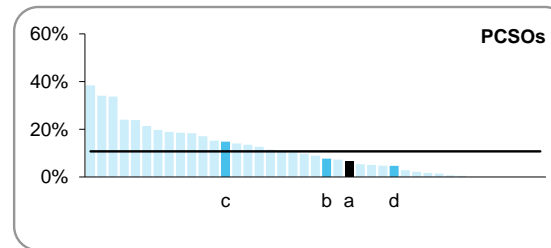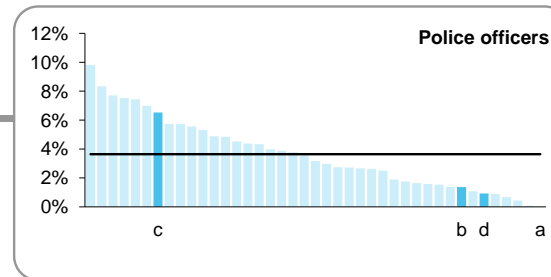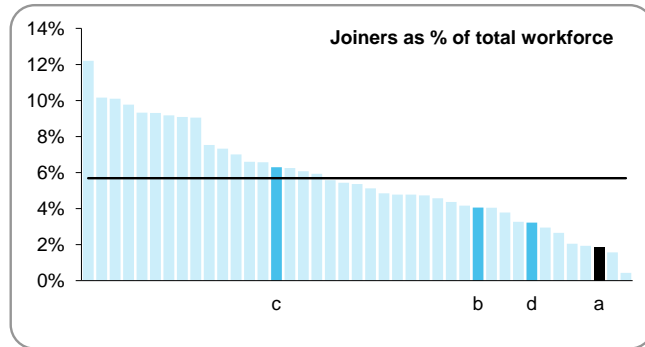
PCSOs

Police staff

	Strength*	Joiners	% w'force	All Avg
Police officers	7,615	0	0.0%	3.6%
PCSOs	681	43	6.3%	10.7%
Police staff	2,836	165	5.8%	8.3%
Overall	11,132	208	1.9%	5.7%

* as at 31 March 2013

Source (joiners): ADR521 (30 Sept 2013 & 31 March 2014). Source (strength): ADR502 (as at 31 March 2013).

West Midlands

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 the gaps towards the left of some charts indicate that data is not available or has not been included; absence above 12% of the workforce and zero absence have been excluded as it is likely to be due to data inaccuracies.

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

Long-term sickness

Short and medium term sickness

	Strength*	FTE	% of total	All Avg
Officers	7,288			
Long-term sickness		163	2.2%	1.6%
Short/medium sickness		175	2.4%	2.2%
PCSOs	676			
Long-term sickness		8	1.2%	1.4%
Short/medium sickness		16	2.4%	2.1%
Staff	2,907			
Long-term sickness		74	2.5%	1.6%
Short/medium sickness		87	3.0%	1.9%

Long-term sickness during 2013/14 Q4

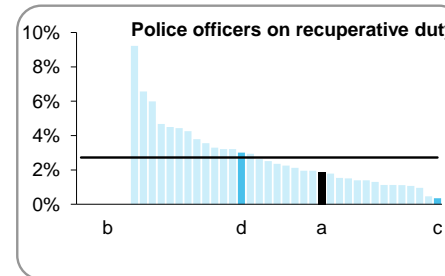|	Strength*	Head count	% of total	All Avg
Officers	7,288			
Recuperative duty		137	1.9%	2.7%
Restricted duty		222	3.0%	3.5%

* as at 31 March 2014

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

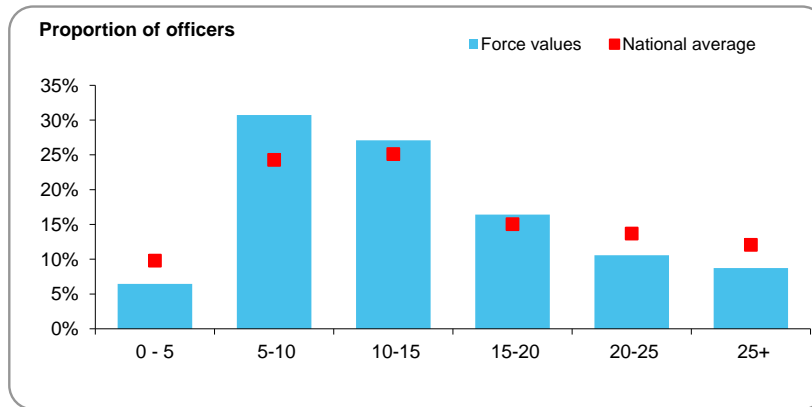*Source: ADR 502 (strength and short/medium term sickness); 551 (long term); and 554 (recuperative/restricted duty) - as at 31 March 2014.*

West Midlands

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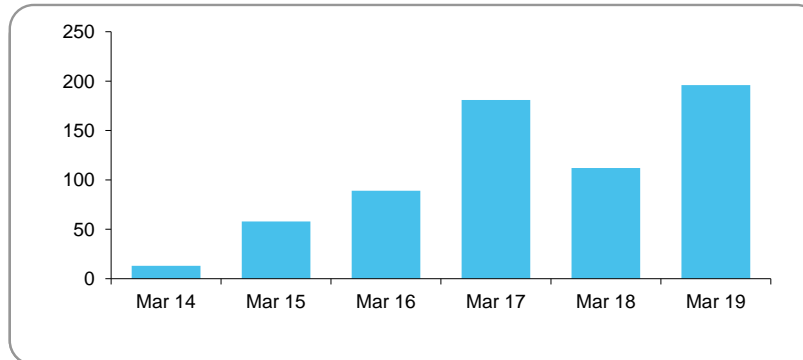
> The projected number of retirees is shown for officers with 25-30 years' service.* The estimated saving of them retiring is also provided, calculated from the average cost of a police officer. This does not take into account replacements. Data is given as headcount.

All officers

Proportion of officers

■ Force values   ■ National average

Headcount	0 - 5	5-10	10-15	15-20	20-25	25+	Total
	480	2,286	2,015	1,221	786	649	7,437

Officers with 25 years' service or more - Projected retirement

	Mar 14	Mar 15	Mar 16	Mar 17	Mar 18	Mar 19	Total
Headcount	13	58	89	181	112	196	649
Salary cost**	£0.6m	£2.9m	£4.4m	£8.9m	£5.5m	£9.7m	£32.1m

* 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 2014); Source (salary): POA estimates 2014/15

West Midlands

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 crimes (excluding fraud) is included but not broken down into the different crime-types to ensure there is sufficient data to show.
Note that PCSOs are not included and officer/staff numbers are given in FTEs. This data is from ADR and so will not match the POA data given elsewhere.

To enable the trends data series to be plotted together, each series has been indexed to 100%, i.e. values are expressed as a percentage of the 2007/08 value.

Trends for this force

Crimes per police officer

Charges per police officer
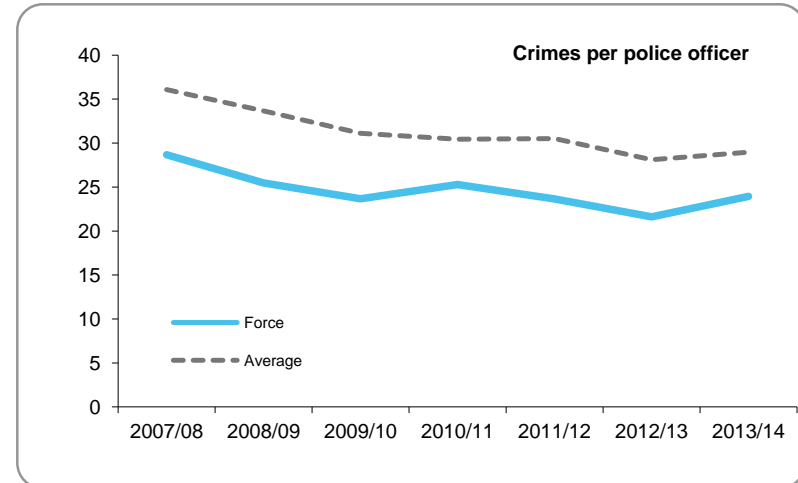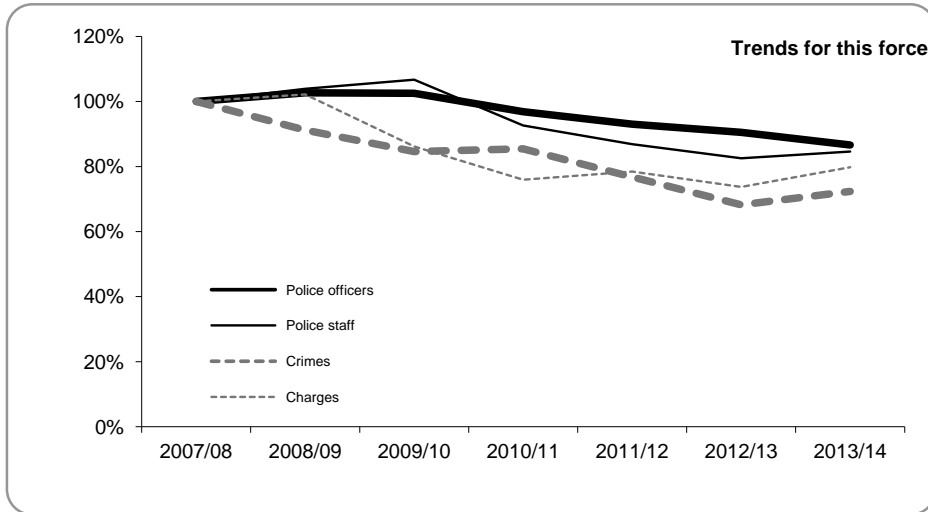
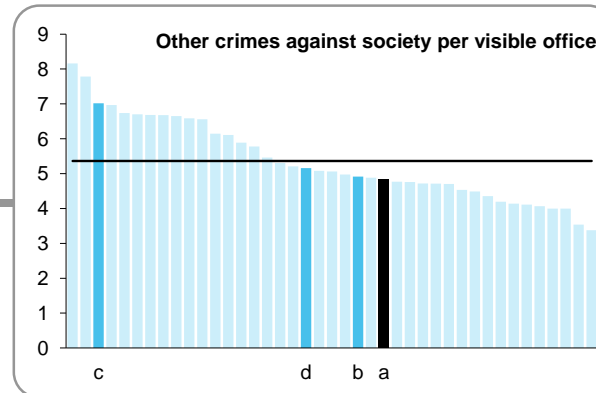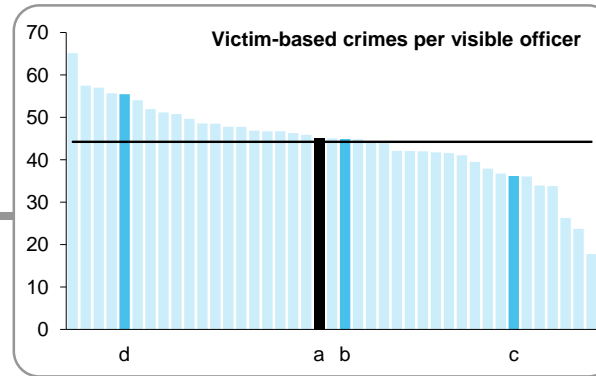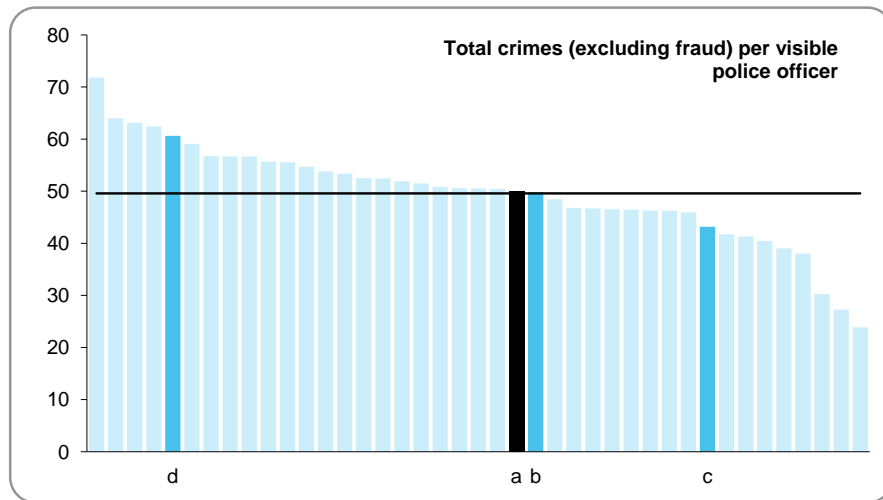|	2007/08	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Police officers	8,412	8,637	8,626	8,149	7,826	7,615	7,288
Police staff	3,436	3,570	3,667	3,184	2,985	2,836	2,907
All crime excl fraud	241,199	219,936	204,123	206,114	185,158	164,519	174,524
Charges	38,231	39,059	32,949	29,040	29,990	28,195	30,500
Crimes/officer	28.7	25.5	23.7	25.3	23.7	21.6	23.9
All average	36.1	33.7	31.1	30.4	30.5	28.1	29.0
Charges/officer	4.5	4.5	3.8	3.6	3.8	3.7	4.2
All average	5.1	5.2	5.0	5.2	5.2	5.0	5.3
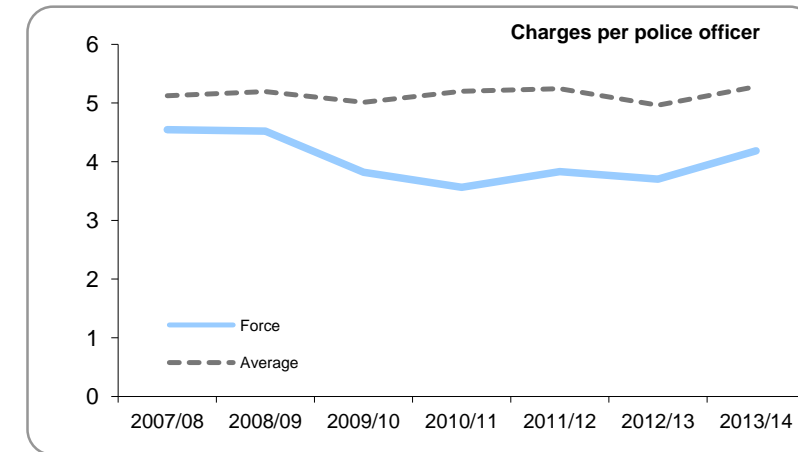
Demand - Recorded crimes per visible officers

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

March 2014 workforce, 2013/14 crime
While police officers are not just dealing with crime, the numbers of crimes per visible police officer gives some indication of how the crime workload for this force's visible officers compares with other forces.

Note that PCSOs are not included. Visible roles are defined in Annex 3.

Victim-based crimes per visible officer

Total crimes (excluding fraud) per visible police officer

Other crimes against society per visible officer

Visible police officers	3,496

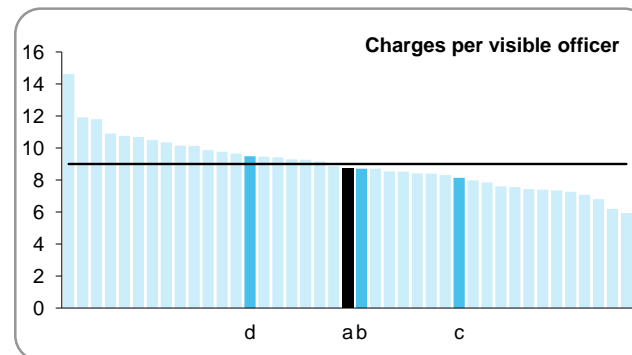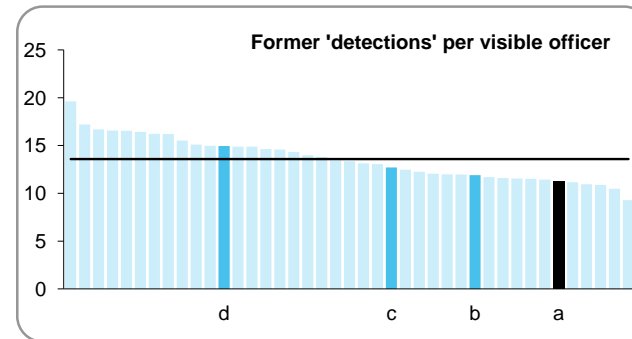| Recorded crime	Force	Per vis. officer	Averages		MSG Diff*
			All	**MSG**	
Victim-based	157,664	45.1	44.2	45.4	-0.3
Other crimes against society	16,860	4.8	5.4	5.5	-0.7
Crimes (exc fraud)	174,524	49.9	49.6	50.9	-1.0

* Net difference in the number of crimes per visible officer compared to if force had the MSG average.
Source: ONS Crime Statistics 2013/14; POA estimates 2014/15.

West Midlands

Demand - Detections and charges

How does the force respond to crimes compared with others? What are the number of charges per visible police officer?

See introduction to crime section for definition of former 'detections'.

Former 'detections' per visible officer

Charges per visible officer

Visible police officers			3,496			
All crime			174,524			

	Force	Per vis. officer	*Averages*		MSG Diff*
			All	**MSG**	
Former 'detections'	39,179	11.2	13.6	12.7	-1.5
Charges	30,500	8.7	9.0	8.8	0.0

* Net difference in the number of former 'detections'/charges per visible officer compared to if force had the MSG average.

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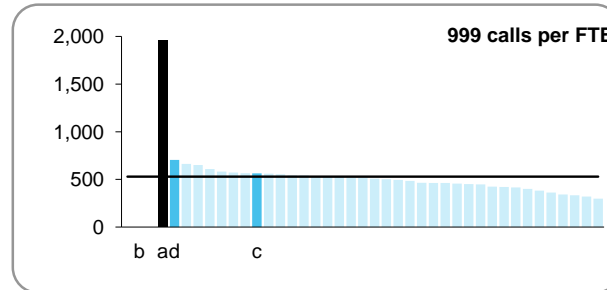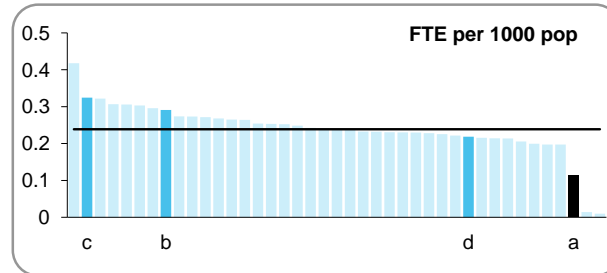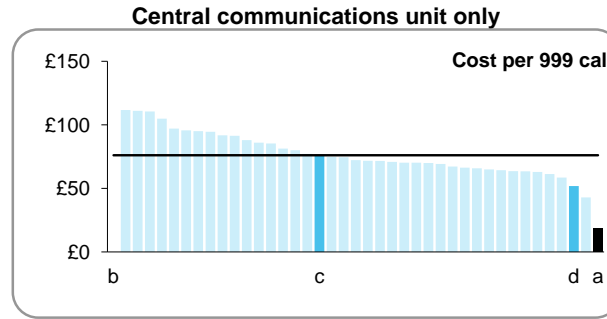
Costs and workforce levels are calculated across central communications units (CCU) and also within CCU and front desk combined to account for differences in force structure.

Notes
- for consistency with elsewhere in this section, the horizontal lines in the bar charts represent the average of all forces, not the MSG average.
- the 2014/15 data collection did not include the separate heading of "Contact Management Units".
- staff in CCU and front desk perform a range of functions. In particular, staff in different forces may spend differing amounts of their time dealing with emergency calls.

Central communications unit only

Cost per 999 call

FTE per 1000 pop

999 calls per FTE

Central communications unit and front desk

Cost per 999 call

FTE per 1000 pop

999 calls per FTE

999 Calls per 1,000 pop
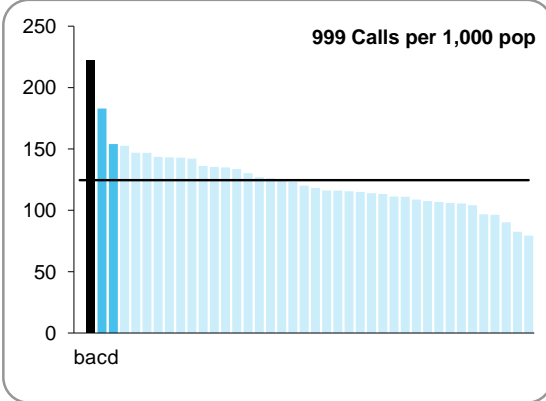
Population	2,783k
Calls received	618,183

	FTE workforce	316
	Gross cost	£11.5m

	Force	MSG Avg
FTE/1000 pop	0.11	0.24
Calls per FTE	1,959	807
Calls per 1000 pop	222	140
Cost per call	**£19**	**£37**
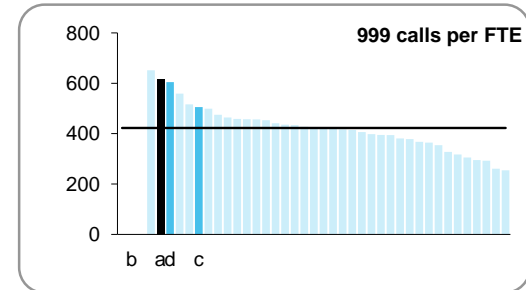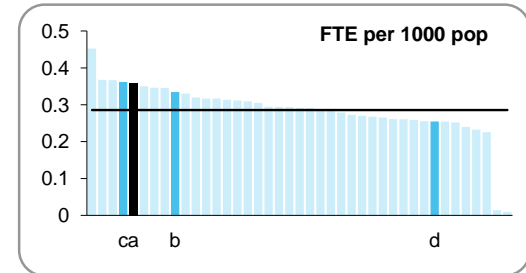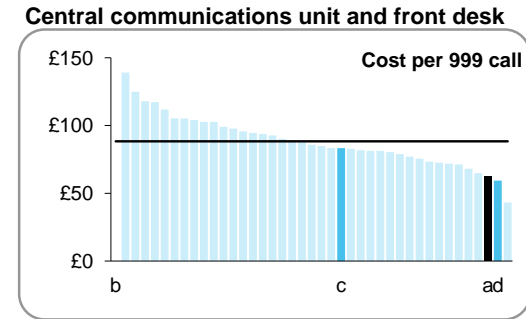
	FTE workforce	1,001
	Gross cost	£38.7m

	Force	MSG Avg	Diff*
FTE/1000 pop	0.36	0.33	
Calls per FTE	618	432	-430
Calls per 1000 pop	222	140	229,188
Cost per call	**£63**	**£51**	

* Net difference in number of FTEs/999 calls compared to if force had the average of MSG forces

Sources: Calls: ADR 441, Cost and workforce: POA estimates 2014/15

West Midlands
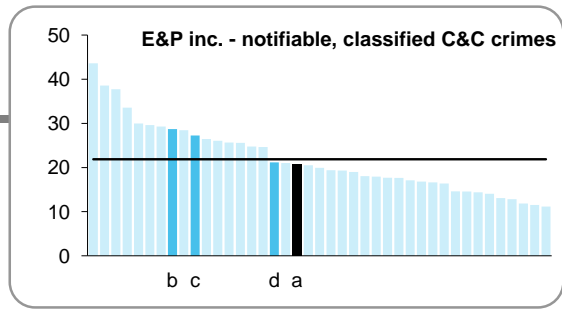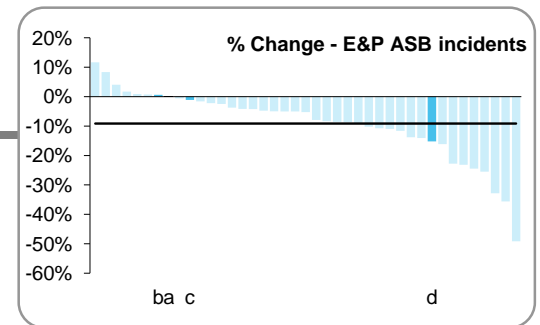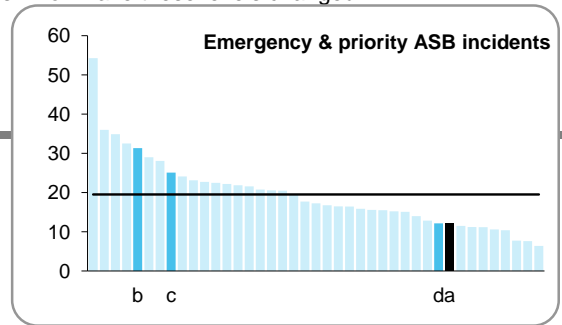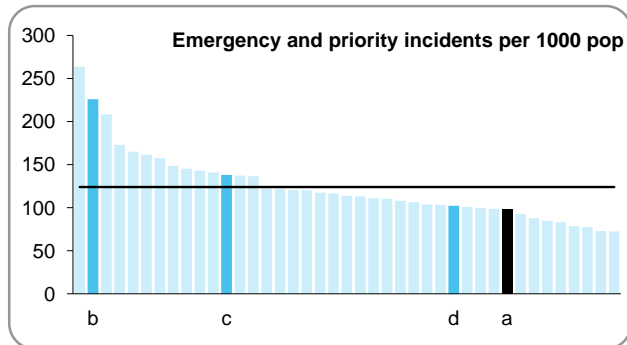
Demand - Emergency and priority incidents

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

All police forces record incidents in accordance with the provisions of the National Standard for Incident Recording (NSIR). While incidents are recorded under NSIR in accordance with the same 'victim focused' approach that applies for recorded crime, these figures are not subject to the same level of quality assurance.

Incident counts should be interpreted as incidents recorded by the police, rather than reflecting the true level of victimisation. Other agencies also deal with anti-social behaviour incidents (for example, local authorities and social landlords); incidents reported to these agencies will not generally be included in police figures.

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

New charts have been added to show changes since 2012/13. (Note that some, but not all, forces resubmitted their 2012/13 data after further guidance was issued clarifying that "Crime Related Incidents" should not be included.)

Population   2,783k

Emergency & priority ASB incidents

% Change - E&P ASB incidents

Emergency and priority incidents per 1000 pop

E&P inc. - notifiable, classified C&C crimes

% Change - E&P crime incidents

Other E&P C&C incidents

% Change - Other E&P C&C incidents
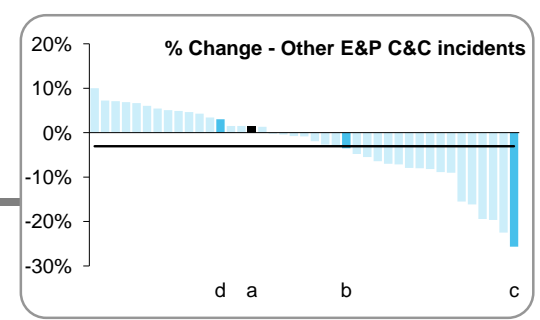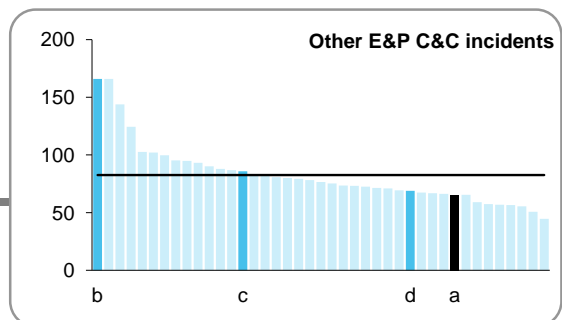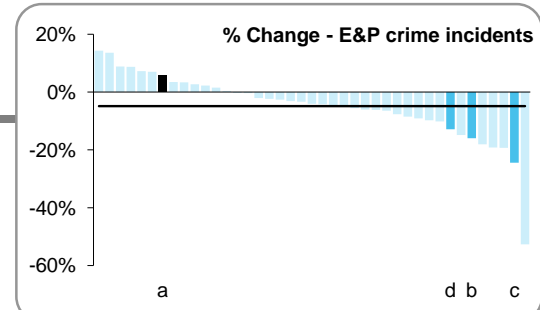
| | Force | Incidents per 1000 pop | Averages | | Differences* | | Change in em+pri incidents | | |
			All	MSG	All	MSG	Force	All	MSG
ASB incidents	33,632	12.1	19.5	20.2	-20,672	-22,472	0%	-9%	-4%
Crime incidents	57,441	20.6	21.9	24.4	-3,480	-10,582	6%	-5%	-12%
Other incidents	182,289	65.5	82.6	96.5	-47,506	-86,412	1%	-3%	-6%
Total emergency & priority	273,362	98.2	124.0	141.1	-71,658	-119,465	2%	-4%	-7%

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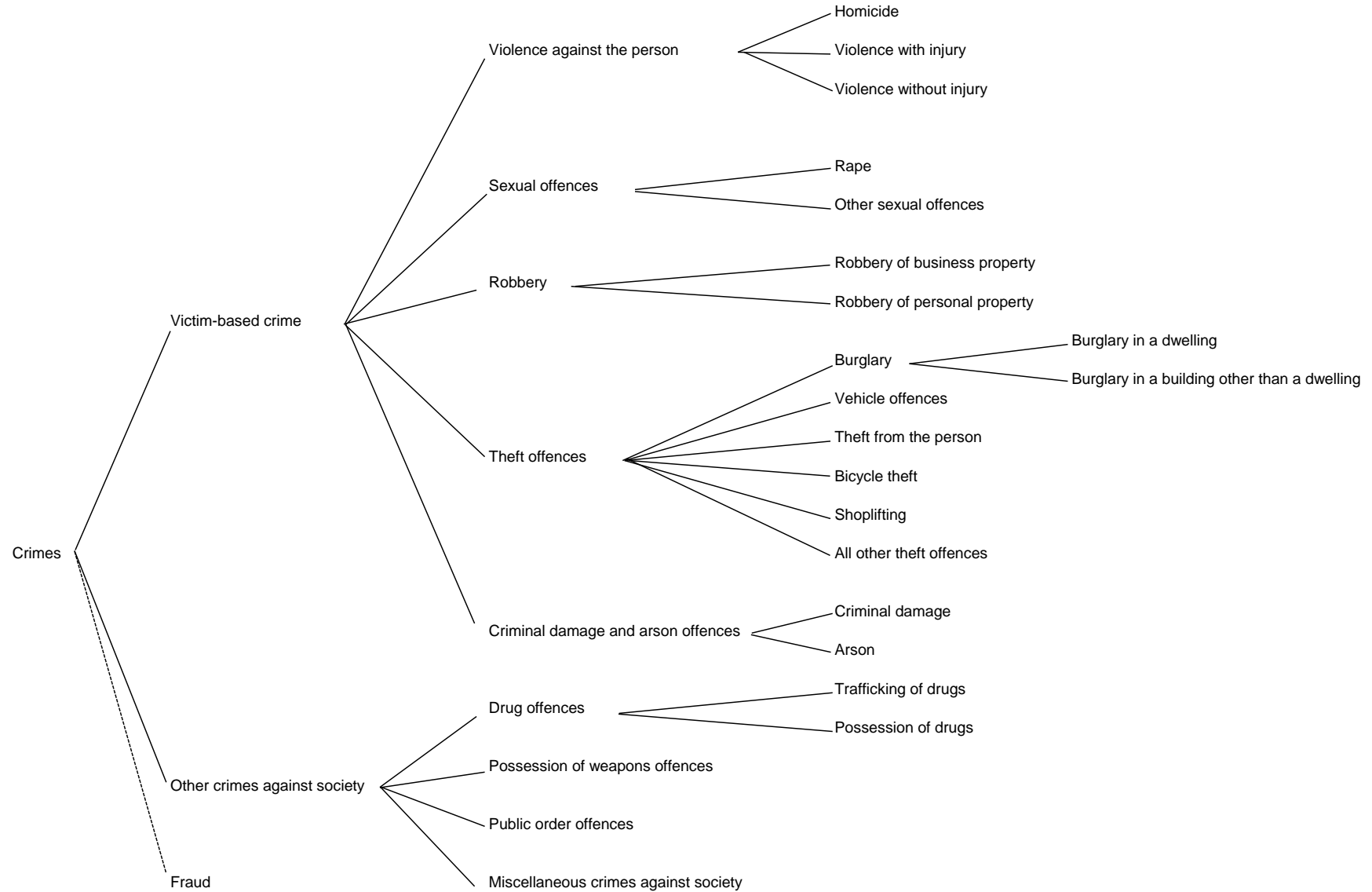
West Midlands

Section two - Offences and outcomes
Introduction

This section focuses on criminal offences recorded by each force and resulting outcomes. 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, outcomes and the change in recorded crime over time.
The intention is to differentiate between crimes that are victim-based, and those that are driven by police activity.

The ONS crime tree

Crimes

Victim-based crime
- Violence against the person
  - Homicide
  - Violence with injury
  - Violence without injury
- Sexual offences
  - Rape
  - Other sexual offences
- Robbery
  - Robbery of business property
  - Robbery of personal property
- Theft offences
  - Burglary
    - Burglary in a dwelling
    - Burglary in a building other than a dwelling
  - Vehicle offences
  - Theft from the person
  - Bicycle theft
  - Shoplifting
  - All other theft offences
- Criminal damage and arson offences
  - Criminal damage
  - Arson

Other crimes against society
- Drug offences
  - Trafficking of drugs
  - Possession of drugs
- Possession of weapons offences
- Public order offences
- Miscellaneous crimes against society

Fraud

To note:

- Data is shown as offences per 1,000 population (using mid-2013 estimate).
- Definitions of offences in each category can be found in Annex 1.
- Fraud is excluded from all crime to make comparisons between forces more meaningful. It is a deceptive crime, often targeted at organisations rather than individuals, is inherently difficult to measure and, in particular, to assess where it has originated.
- Changes over time for crimes and former 'detections' (see below) are measured against a baseline of 2010/11.
- MSG (simple, unweighted) averages are generally used in this section. The exception is noted in the following bullet.
- Expected former 'detections', charges and cautions are calculated by modelling how many the force would have if they aligned to the national average. Here, weighted average is used so that the national average is closer to 100%

Outliers are not included for the crime data. A force may, broadly, be considered an outlier if it is in the highest or lowest 10% of values and there is considerable variation between forces.

Detection terminology

The Home Office has introduced a new way of classifying the results of police investigations. New classifications called 'outcomes' are associated with all recorded crimes, providing a more detailed picture of how the police deal with investigations. It includes, for example, the full range of possible disposals including community resolutions. Data for these will be available in next year's profile. In the meantime, we use former 'detection rates' which include the following outcomes:

- **Caution** - police have identified a suspect and issued them with a caution which is officially recorded against their name.
- **Fixed penalty notice** for disorder - a fine issued by the police for anti-social behaviour, as well as shoplifting, criminal damage and possession of cannabis which are recorded on the police national database.
- **Charge summons** - the suspect has been charged and/or brought to court.
- **Taken into consideration (TIC)** - offences which are considered in conjunction with other offending, often more serious offences. TICs can include crimes that have not previously been recorded, providing the victim confirms that the offence occurred.
- **Cannabis warning** - specific warning recorded for cannabis use.

Please note that the former 'detection rates' provided can be above 100% where outcomes and crimes are recorded in different time periods. This can be particularly noticeable where crimes are proactively found or have very small numbers. For display purposes all former 'detection rate' graphs have been capped at 100%.

Note that, in this section, horizontal lines in the plots show the MSG average and not the average of all forces.

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?

Recorded crime rate (per 1000) refers to the number of recorded offences per 1000 population.

Crimes (excl. fraud)

Victim-based crime

Other crimes against society
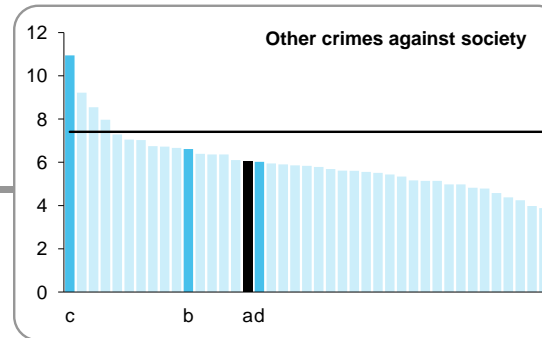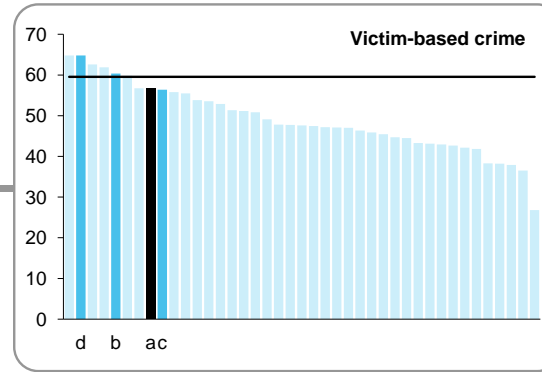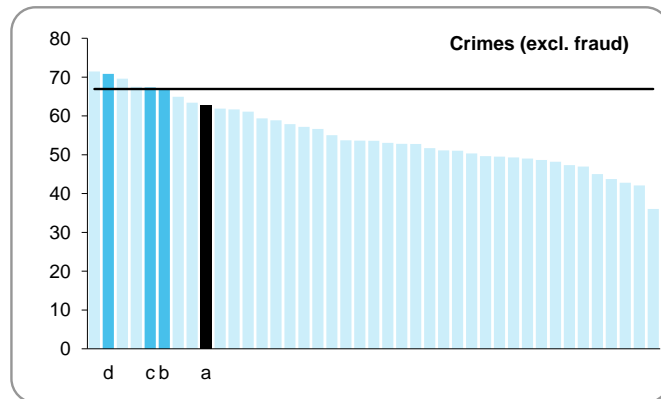
Population	2,783k

	Recorded offences	per 1000	MSG Avg	Difference*	
Victim-based crime	157,664	56.6	59.5	-8,088	-5%
Other crimes against society	16,860	6.1	7.4	-3,764	-22%
Crimes (excl fraud)	174,524	62.7	67.0	-11,853	-7%

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

Source: ONS Crime Statistics 2013/14

West Midlands

Offences and outcomes - Crimes (excluding fraud) - Former 'detection rates'

What is the former 'detection rate' for all crime (excluding fraud) in the force and how does this compare with others?

> For important information on understanding former 'detection rates' see the introduction to this section. In particular, differences in forces' policies (e.g. on restorative justice, 'taken into considerations' and community resolutions) will impact on former 'detection rates'.

Victim-based crime

Crimes (excl. fraud)

Other crimes against society
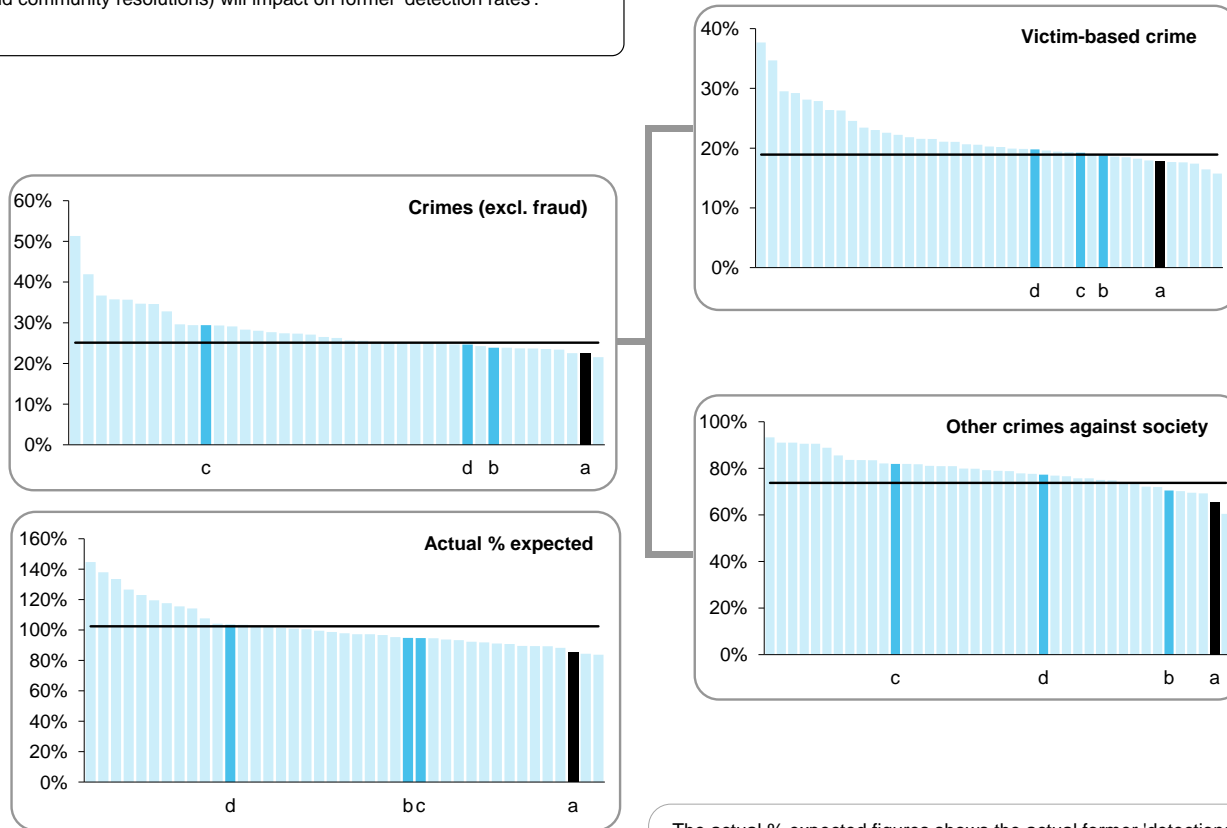
Actual % expected

> The actual % expected figures shows the actual former 'detections' divided by the number of such detections the force would achieve if it was performing in line with the average of all forces for each crime type. Hence if above/below 100%, you are achieving more/fewer detections than the average.

	Offences	FDs	%	MSG Avg	Diff*
Victim-based crime	157,664	28,168	18%	19%	-3,228
Other crimes against society	16,860	11,011	65%	74%	-1,030
Crimes (excl fraud)	174,524	39,179	22%	25%	-4,259

Actual % expected	85%

* Net difference in the number of outcomes (former 'detections') compared to if the force had the MSG rate. A positive difference indicates a higher number of detections for this force than expected based on the detections reported by MSG forces.

Source: Home Office Detections Statistics 2013/14 (former 'detections'), ONS Crime Statistics 2013/14 (Crime)

West Midlands

Offences and outcomes - Crimes (excluding fraud) - 2010/11 to 2013/14

How does the recorded crime rate compare with four years ago and how does the change compare with others?
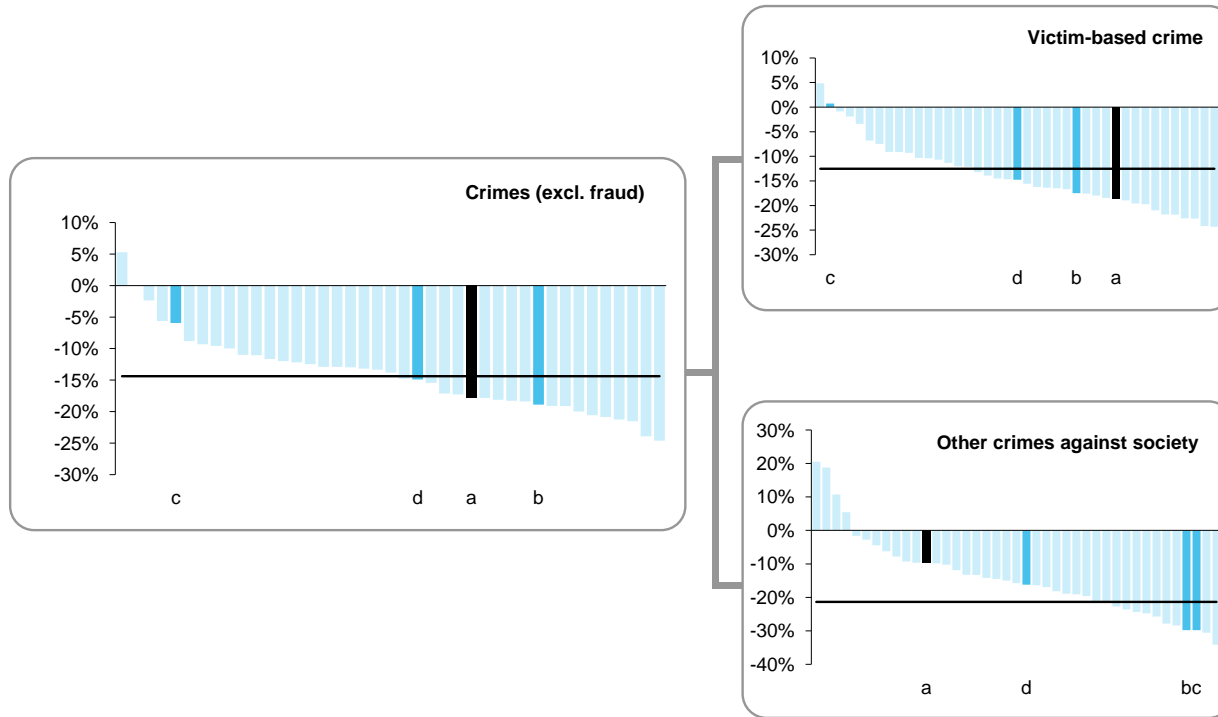

| | **2010/11** | **2013/14** | **% change** | |
			Force	**MSG Avg**
Victim-based crime	193,703	157,664	-19%	-13%
Other crimes against society	18,666	16,860	-10%	-21%
Crimes (excl fraud)	212,369	174,524	-18%	-14%

Source: ONS Crime Statistics 2013/14

West Midlands

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?

Recorded crime rate (per 1000) refers to the number of recorded offences per 1000 population .
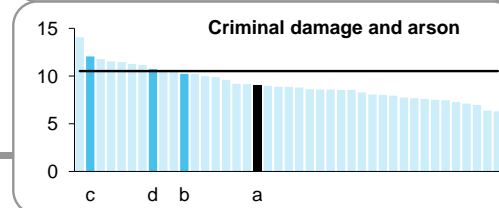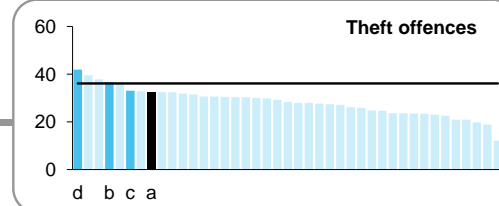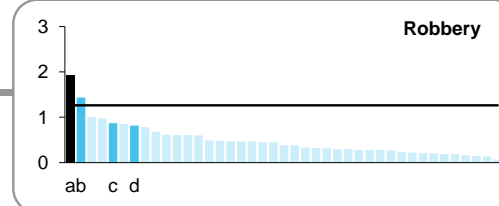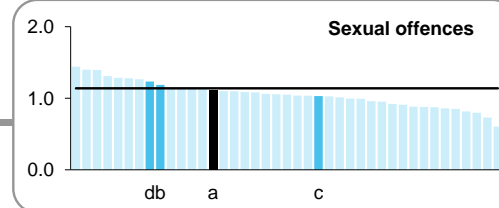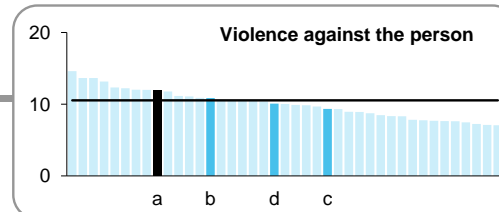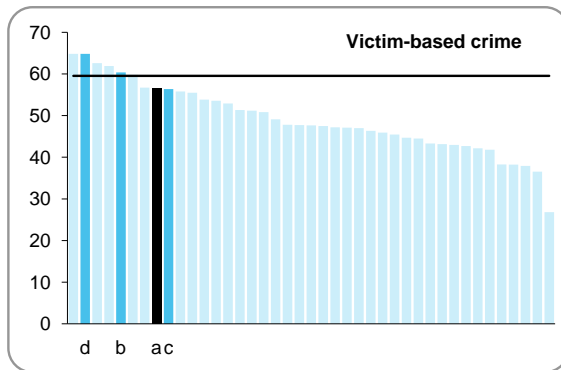
Population	2,783k				
	Offences	**per 1000**	**MSG Avg**	**Difference***	
Violence against the person	33,101	11.9	10.5	3,774	11%
Sexual offences	3,076	1.1	1.1	-96	-3%
Robbery	5,373	1.9	1.3	1,862	35%
Theft offences	90,917	32.7	36.1	-9,540	-10%
Criminal damage and arson	25,197	9.1	10.5	-4,087	-16%
Victim-based crime	157,664	56.6	59.5	-8,088	-5%

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

Source: ONS Crime Statistics 2013/14

West Midlands

Offences and outcomes - Victim-based crime - Former 'detection rates'

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

For important information on understanding former 'detection rates' see the introduction to this section. In particular, differences in forces' policies (e.g. on restorative justice, 'taken into considerations' and community resolutions) will impact on former 'detection rates'.
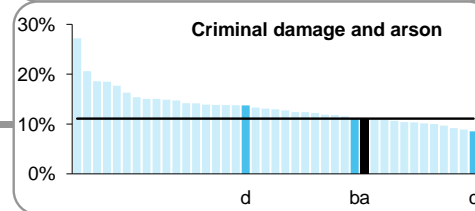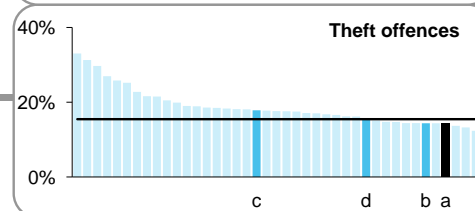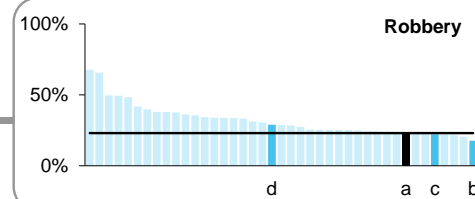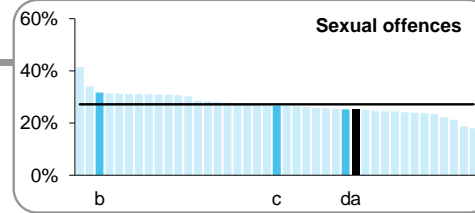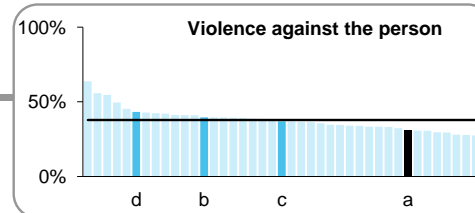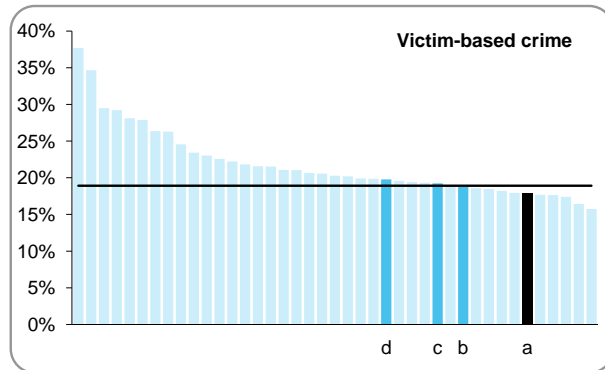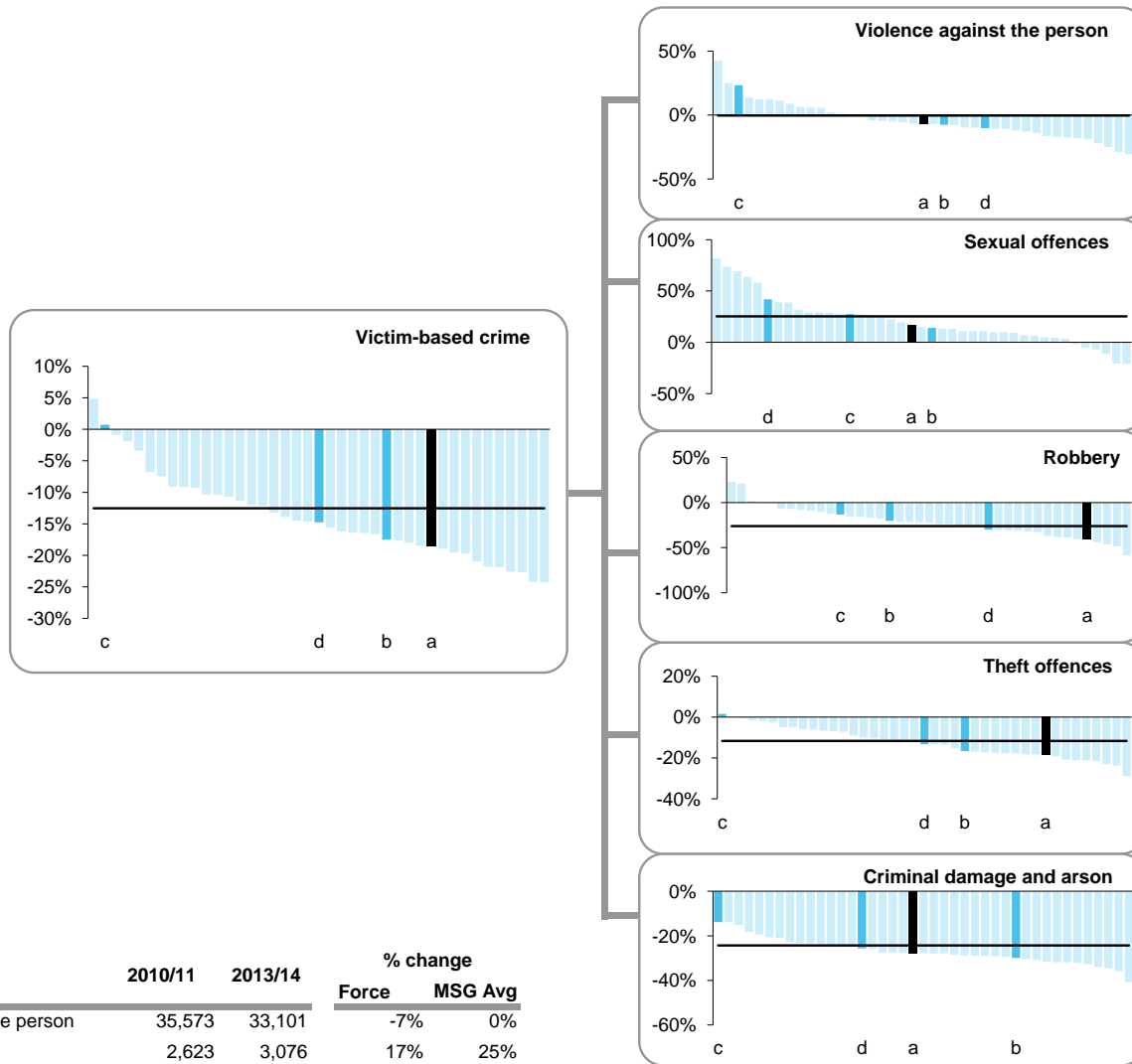

	Offences	FDs	%	MSG Avg	Diff*
Violence against the person	33,101	10,361	31%	38%	-2,081
Sexual offences	3,076	773	25%	27%	-67
Robbery	5,373	1,243	23%	23%	27
Theft offences	90,917	13,040	14%	15%	-1,066
Criminal damage and arson	25,197	2,751	11%	11%	-41
Victim-based crime	157,664	28,168	18%	19%	-3,228

* Net difference in the number of outcomes (former 'detections') compared to if the force had the MSG rate. A positive difference indicates a higher number of detections for this force than expected based on the detections reported by MSG forces.

Source: Home Office Detections Statistics 2013/14 (former 'detections'), ONS Crime Statistics 2013/14 (Crime)

West Midlands

Offences and outcomes - Victim-based crime - 2010/11 to 2013/14

How does the recorded crime rate for victim-based crime compare with four years ago and how does this compare with others?


	2010/11	2013/14	% change	
			Force	**MSG Avg**
Violence against the person	35,573	33,101	-7%	0%
Sexual offences	2,623	3,076	17%	25%
Robbery	9,043	5,373	-41%	-26%
Theft offences	111,573	90,917	-19%	-12%
Criminal damage and arson	34,891	25,197	-28%	-24%
Victim-based crime	193,703	157,664	-19%	-13%

Source: ONS Crime Statistics 2013/14

West Midlands

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?

Recorded crime rate (per 1000) refers to the number of recorded offences per 1000 population .

Note that, since 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.

Violence with injury

Violence against the person

Violence without injury
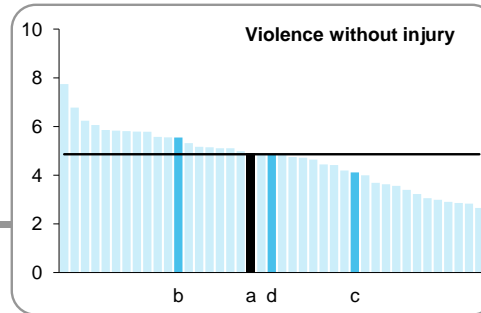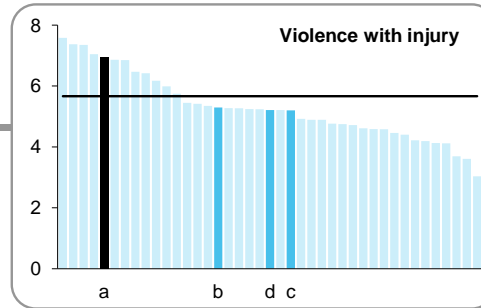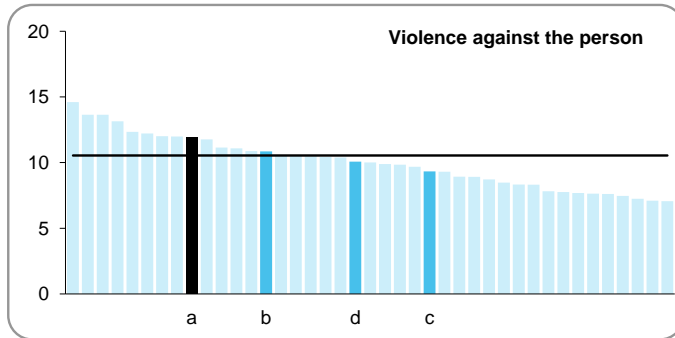
Population	2,783k				
	Offences	per 1000	MSG Avg	Difference*	
Homicide	33	0.01	0.01	2	6%
Violence with injury	19,372	7.0	5.7	3,598	19%
Violence without injury	13,696	4.9	4.9	174	1%
Violence against the person	33,101	11.9	10.5	3,774	11%

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

Source: ONS Crime Statistics 2013/14

West Midlands

Offences and outcomes - Violence against the person - Former 'detection rates'

What is the former 'detection rate' for violence against the person in the force and how does this compare with others?

For important information on understanding former 'detection rates' see the introduction to this section. In particular, differences in forces' policies (e.g. on restorative justice, 'taken into considerations' and community resolutions) will impact on former 'detection rates'.

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

Violence with injury

Violence against the person

Violence without injury
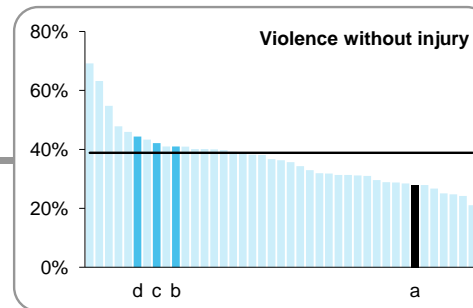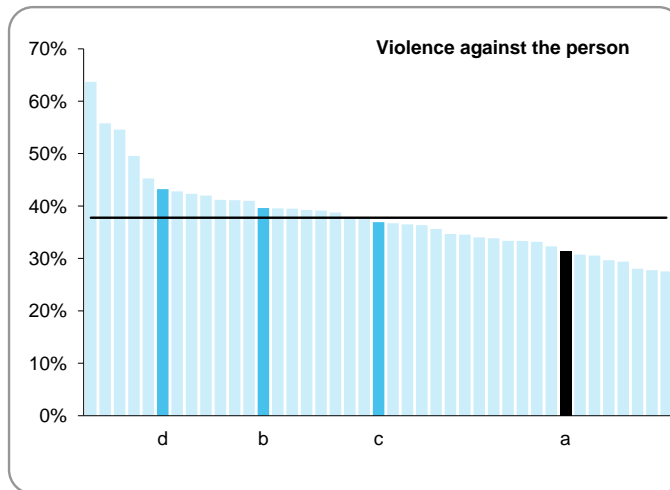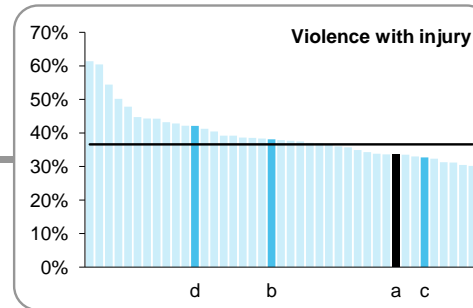
	Offences	FDs	%	MSG Avg	Diff*
Homicide	33	31	94%	87%	2
Violence with injury	19,372	6,504	34%	37%	-590
Violence without injury	13,696	3,826	28%	39%	-1,493
Violence against the person	33,101	10,361	31%	38%	-2,081

* Net difference in the number of outcomes (former 'detections') compared to if the force had the MSG rate. A positive difference indicates a higher number of detections for this force than expected based on the detections reported by MSG forces.

Source: Home Office Detections Statistics 2013/14 (former 'detections'), ONS Crime Statistics 2013/14 (Crime)

West Midlands

Offences and outcomes - Violence against the person - 2010/11 - 2013/14

How does the recorded crime rate for violence against the person compare with four years ago and how does this compare with others?

These graphs show the recorded crime rates for violence against the person offences compared to four years ago.

Note that since homicide numbers are small, care should be taken when making comparisons between forces or over time. For this reason a comparison of homicide rates between two time periods has not been shown in graph form as the small numbers involved would result in large variations in rates and could be visually misleading.

Violence against the person

Violence with injury

Violence without injury
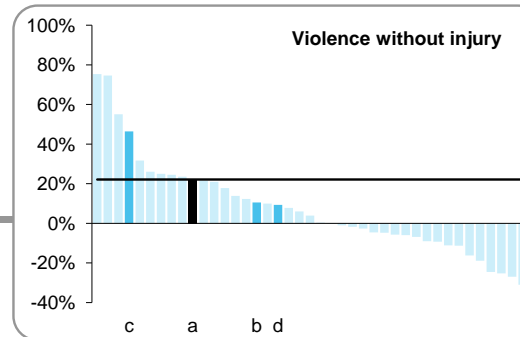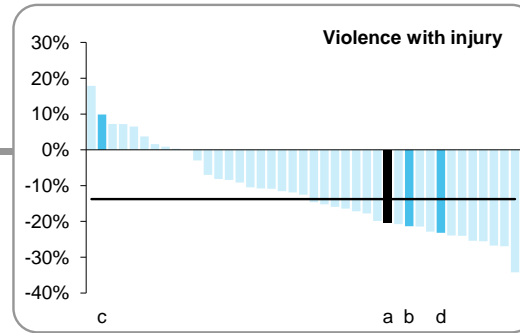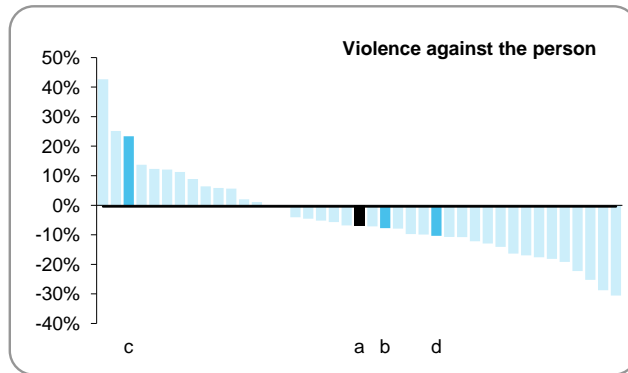
| | 2010/11 | 2013/14 | % change | |
			Force	MSG Avg
Homicide	43	33	-23%	-20%
Violence with injury	24,335	19,372	-20%	-14%
Violence without injury	11,195	13,696	22%	22%
Violence against the person	35,573	33,101	-7%	0%

Source: ONS Crime Statistics 2013/14

West Midlands

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?

Recorded crime rate (per 1000) refers to the number of recorded offences per 1000 population.

Please note: 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.

Rape

Sexual offences

Other sexual offences
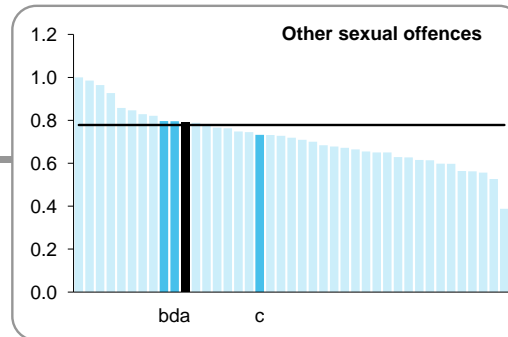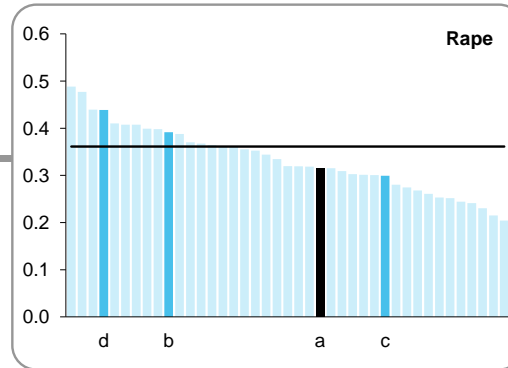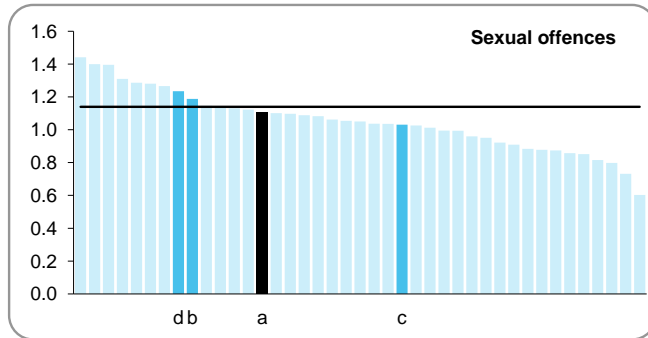
| Population	2,783k					
	Offences	**per 1000**	**MSG Avg**		**Difference***	
Rape	878	0.32	0.36		-127	-15%
Other sexual offences	2,198	0.79	0.78		31	1%
Sexual offences	3,076	1.11	1.14		-96	-3%

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

Source: ONS Crime Statistics 2013/14

West Midlands

Offences and outcomes - Sexual offences - Former 'detection rates'

What is the former 'detection rate' for sexual offences in the force and how does this compare with others?

For important information on understanding former 'detection rates' see the introduction to this section. In particular, differences in forces' policies (e.g. on restorative justice, 'taken into considerations' and community resolutions) will impact on former 'detection rates'.
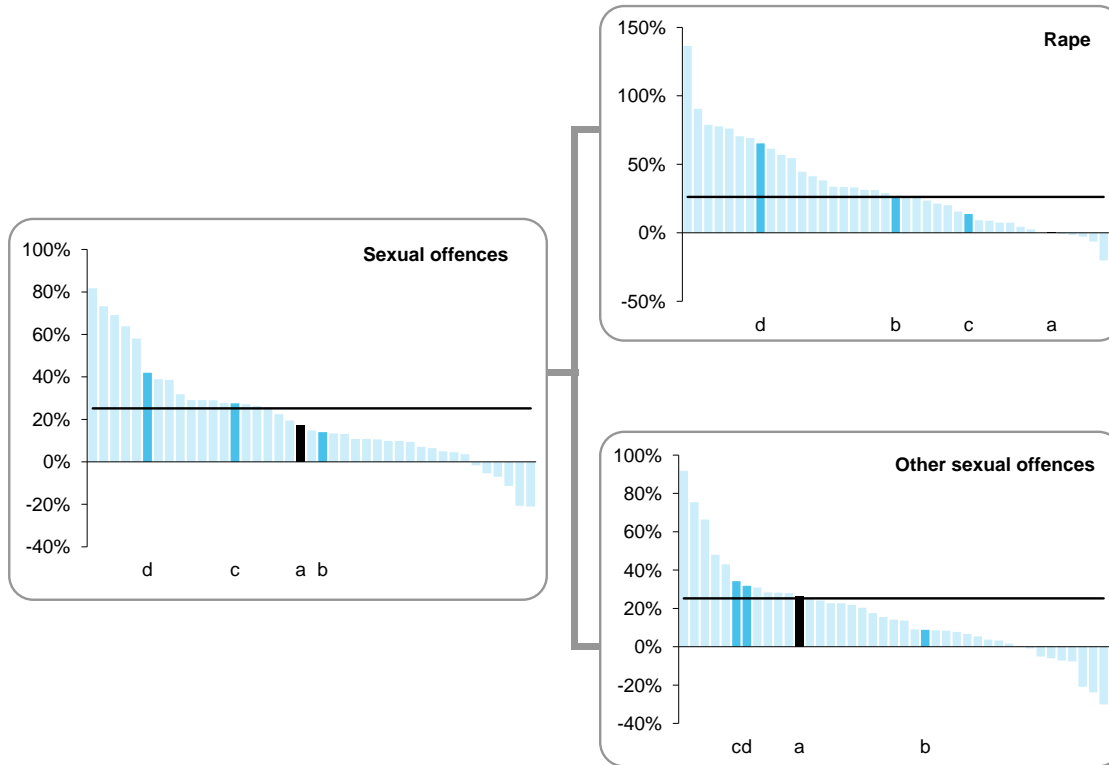
Rape

Sexual offences

Other sexual offences
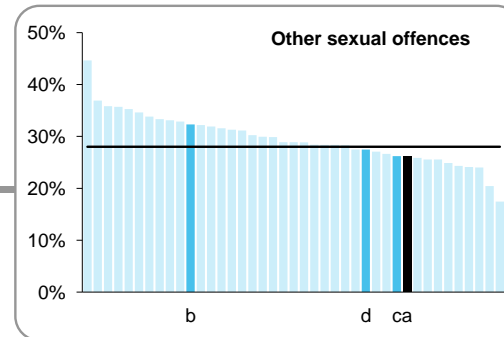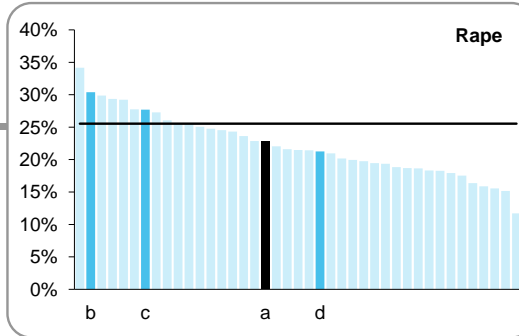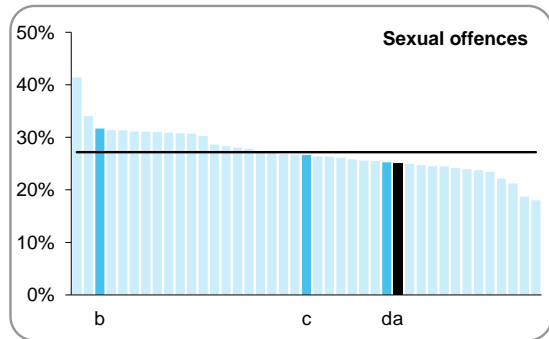
	Offences	FDs	%	MSG Avg	Diff*
Rape	878	200	23%	26%	-24
Other sexual offences	2,198	573	26%	28%	-43
Sexual offences	3,076	773	25%	27%	-67

* Net difference in the number of outcomes (former 'detections') compared to if the force had the MSG rate. A positive difference indicates a higher number of detections for this force than expected based on the detections reported by MSG forces.

Source: Home Office Detections Statistics 2013/14 (former 'detections'), ONS Crime Statistics 2013/14 (Crime)

West Midlands

Offences and outcomes - Sexual offences - 2010/11 - 2013/14

How does the recorded crime rate for sexual offences compare with four years ago and how does this compare with others?


| | 2010/11 | 2013/14 | % change | |
			Force	MSG Avg
Rape	881	878	0%	26%
Other sexual offences	1,742	2,198	26%	25%
Sexual offences	2,623	3,076	17%	25%

Source: ONS Crime Statistics 2013/14

West Midlands

Offences and outcomes - Robbery - Recorded crime

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

Recorded crime rate (per 1000) refers to the number of recorded offences per 1000 population .

Robbery

Robbery of business property

cbad

Robbery of personal property
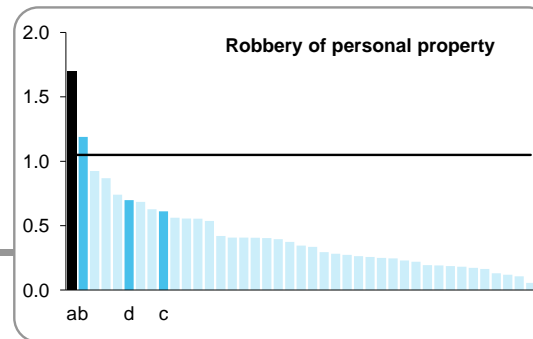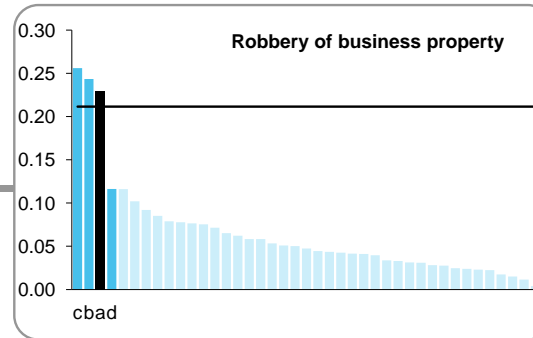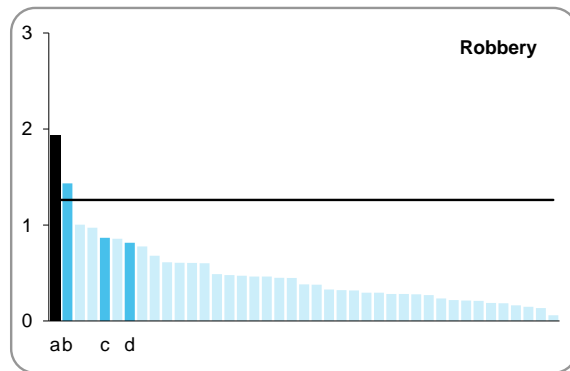
| Population	2,783k				
	Offences	**per 1000**	**MSG Avg**	**Difference***	
Robbery of					
- business property	640	0.2	0.2	51	8%
- personal property	4,733	1.7	1.0	1,811	38%
Robbery	5,373	1.9	1.3	1,862	35%

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

Source: ONS Crime Statistics 2013/14

West Midlands

Offences and outcomes - Robbery - Former 'detection rates'

What is the former 'detection rate' for robbery in the force and how does this compare with others?

For important information on understanding former 'detection rates' see the introduction to this section. In particular, differences in forces' policies (e.g. on restorative justice, 'taken into considerations' and community resolutions) will impact on former detection rates.
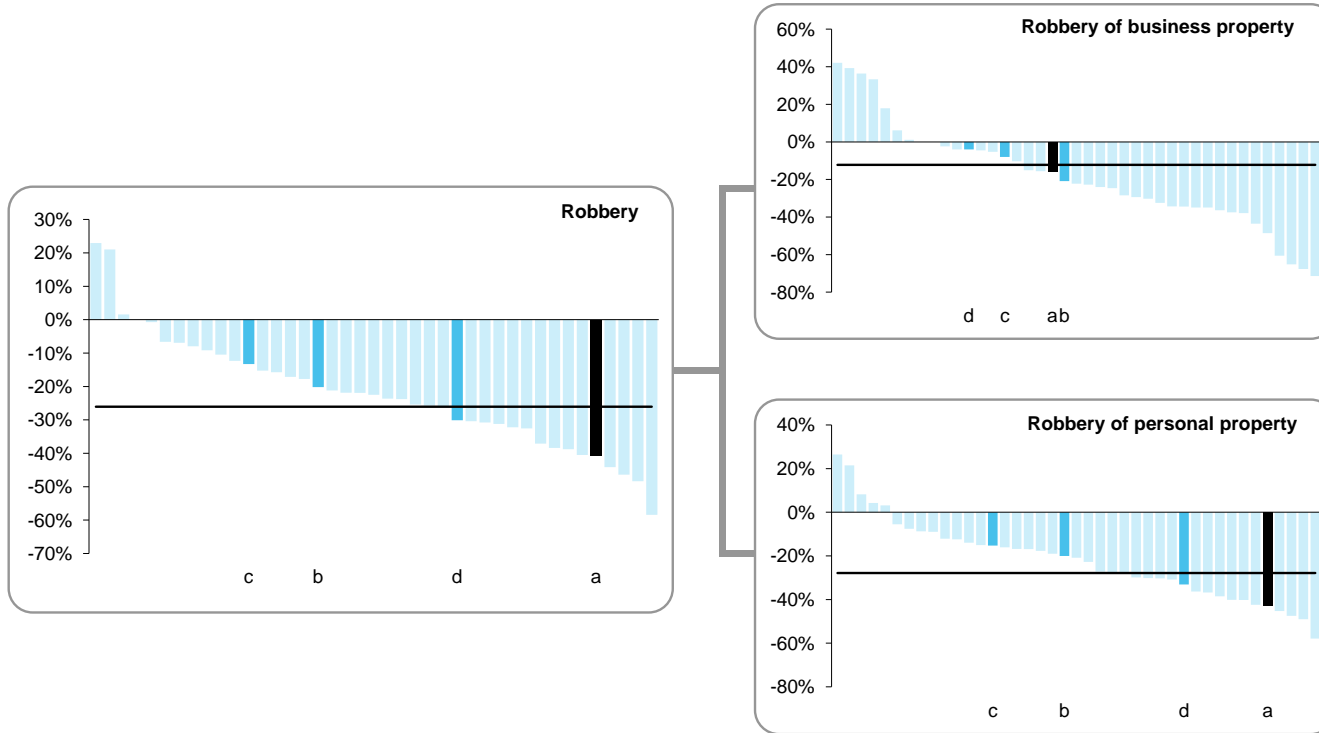
Robbery of business property

Robbery

Robbery of personal property
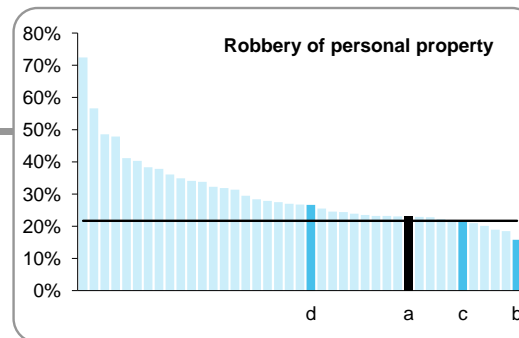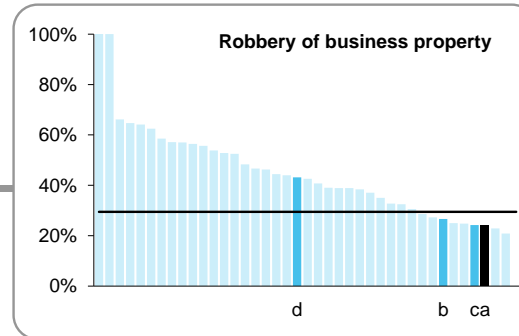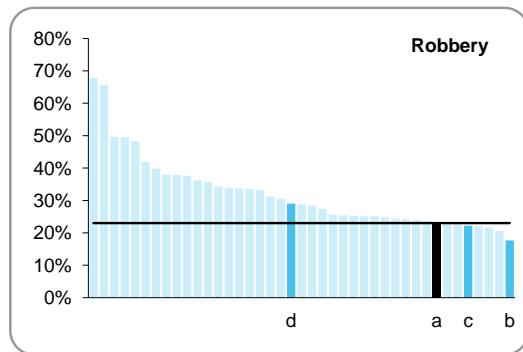
	Offences	FDs	%	MSG Avg	Diff*
Robbery of					
- business property	640	153	24%	29%	-36
- personal property	4,733	1,090	23%	22%	62
Robbery	5,373	1,243	23%	23%	27

* Net difference in the number of outcomes (former 'detections') compared to if the force had the MSG rate. A positive difference indicates a higher number of detections for this force than expected based on the detections reported by MSG forces.

Source: Home Office Detections Statistics 2013/14 (former 'detections'), ONS Crime Statistics 2013/14 (Crime)

West Midlands

Offences and outcomes - Robbery - 2010/11-2013/14

How does the recorded crime rate for robbery compare with four years ago and how does this compare with others?
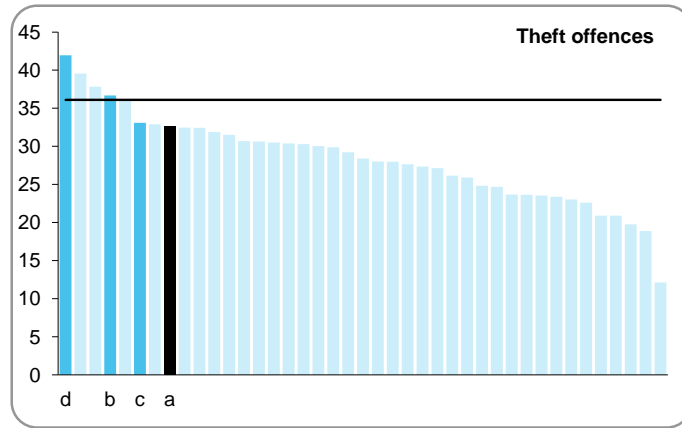

	2010/11	2013/14	% change	
			Force	MSG Avg
Robbery of				
- business property	761	640	-16%	-12%
- personal property	8,282	4,733	-43%	-28%
Robbery	9,043	5,373	-41%	-26%

Source: ONS Crime Statistics 2013/14

West Midlands

Offences and outcomes - Theft offences - Recorded crime

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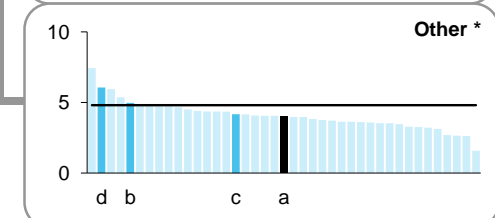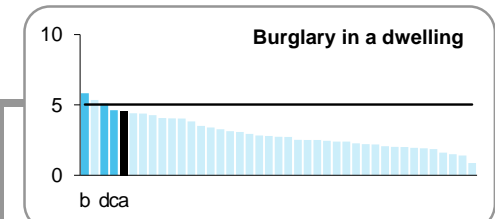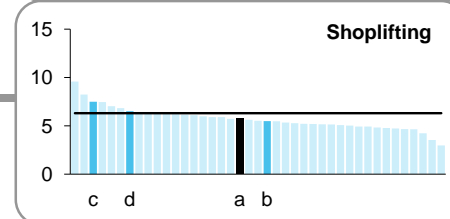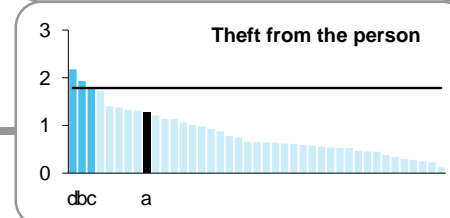does this compare with others?

Recorded crime rate (per 1000) refers to the number of
recorded offences per 1000 population.

Theft offences

d b c a

Burglary

dbca

Burglary in a dwelling

b dca

Vehicle offences

d ab   c

Other *

d b   c   a

* Burglary in a building other than a dwelling

Bicycle theft

b   c   a d

Theft from the person

dbc   a

Shoplifting

c d   a b

All other theft offences

d   b   ca

Population	2,783k				
	Offences	**per 1000**	**MSG Avg**	**Difference***	
Burglary					
- in a dwelling	12,726	4.6	5.0	-1,270	-10%
- other than a dwelling	11,194	4.0	4.8	-2,189	-20%
	23,920	8.6	9.8	-3,459	-14%
Vehicle offences	23,599	8.5	7.9	1,532	6%
Bicycle theft	3,082	1.1	1.3	-580	-19%
Theft from the person	3,529	1.3	1.8	-1,442	-41%
Shoplifting	15,895	5.7	6.3	-1,642	-10%
All other theft offences	20,892	7.5	8.9	-3,950	-19%
Theft offences	90,917	32.7	36.1	-9,540	-10%

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

*Source: ONS Crime Statistics 2013/14*

Offences and outcomes - Theft offences - Former 'detection rates'

What is the former 'detection rate' for theft offences in the force
and how does this compare with others?

For important information on understanding former 'detection rates' see the introduction to this section. In particular, differences in forces' policies (e.g. on restorative justice, 'taken into considerations' and community resolutions) will impact on former detection rates.

Theft offences
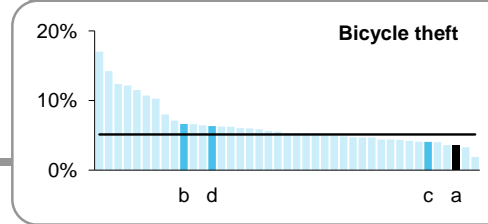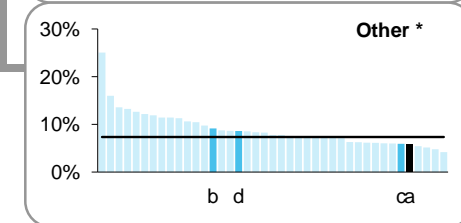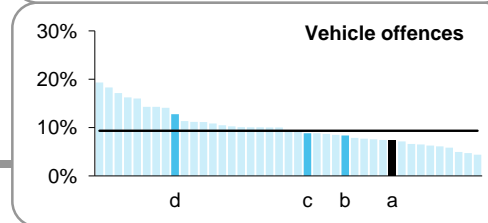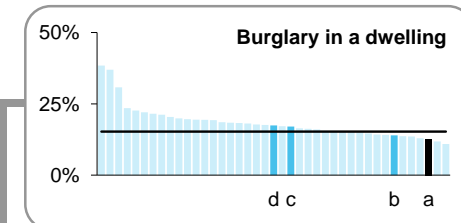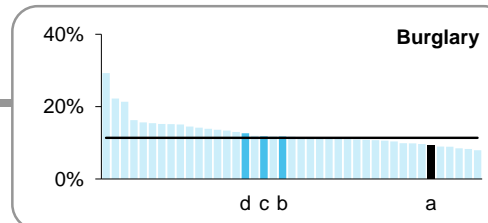
Population	2,783k				
	Offences	**FDs**	**%**	**MSG Avg**	**Diff***
Burglary					
- in a dwelling	12,726	1,606	13%	15%	-336
- other than a dwelling	11,194	644	6%	7%	-180
	23,920	2,250	9%	11%	-516
Vehicle offences	23,599	1,739	7%	9%	-463
Bicycle theft	3,082	108	4%	5%	-50
Theft from the person	3,529	191	5%	5%	11
Shoplifting	15,895	7,057	44%	45%	-114
All other theft offences	20,892	1,695	8%	8%	66
Theft offences	90,917	13,040	14%	15%	-1,066

* Net difference in the number of outcomes (former 'detections') compared to if the force had the MSG rate. A positive difference indicates a higher number of detections for this force than expected based on the detections reported by MSG forces.

Source: Home Office Detections Statistics 2013/14 (former 'detections'), ONS Crime Statistics 2013/14 (Crime)

Burglary

Vehicle offences

Bicycle theft

Theft from the person

Shoplifting

**All other theft offences**

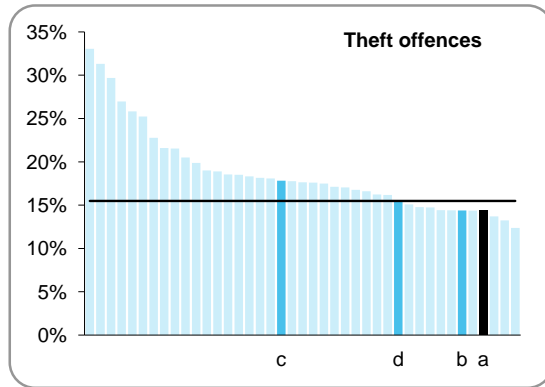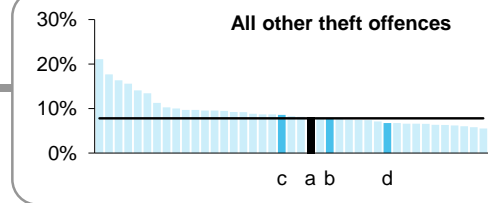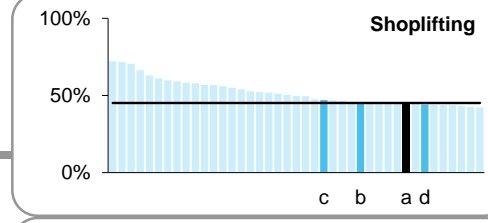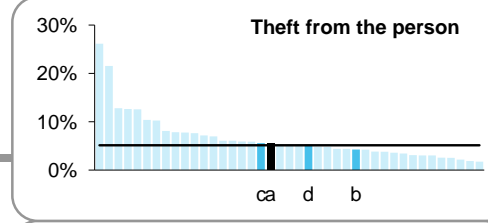

Burglary in a dwelling

Other *

* Burglary in a building other than a dwelling

Offences and outcomes - Theft offences - 2010/11 - 2013/14

How does the recorded crime rate for theft offences compare
with four years ago and how does this compare with others?

Theft offences

Burglary

Burglary in a dwelling

Vehicle offences

Other *

* Burglary in a building other than a dwelling

Bicycle theft

Theft from the person

Shoplifting
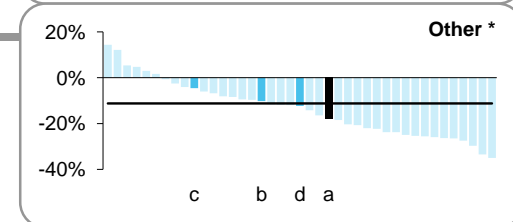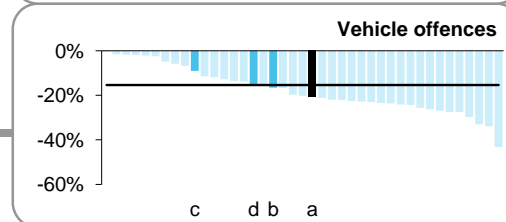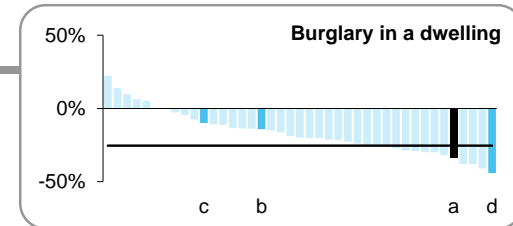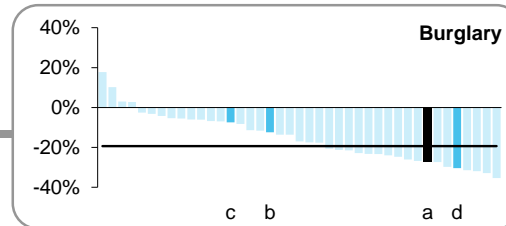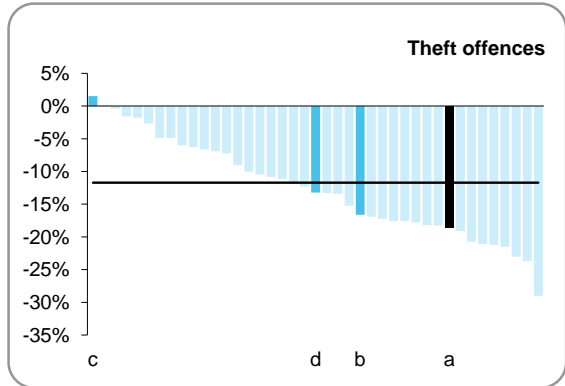
All other theft offences
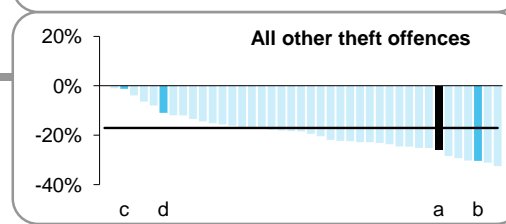
	2010/11	2013/14	% change	
			Force	**MSG Avg**
Burglary				
- in a dwelling	19,140	12,726	-34%	-25%
- other than a dwelling	13,652	11,194	-18%	-11%
	32,792	23,920	-27%	-19%
Vehicle offences	29,792	23,599	-21%	-15%
Bicycle theft	3,234	3,082	-5%	-2%
Theft from the person	3,162	3,529	12%	9%
Shoplifting	14,456	15,895	10%	16%
All other theft offences	28,137	20,892	-26%	-17%
Theft offences	111,573	90,917	-19%	-12%

Source: ONS Crime Statistics 2013/14

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?

Recorded crime rate (per 1000) refers to the number of recorded offences per 1000 population.

Criminal damage and arson

Criminal damage
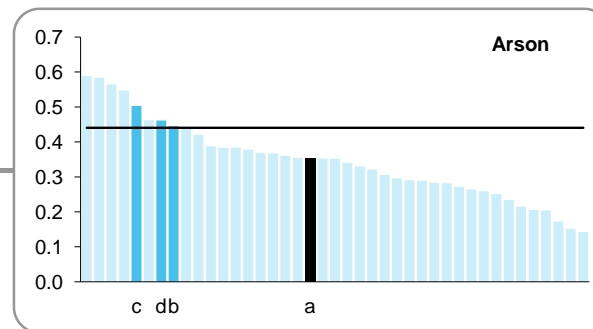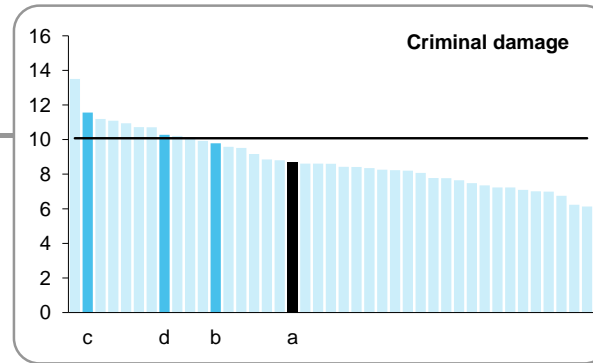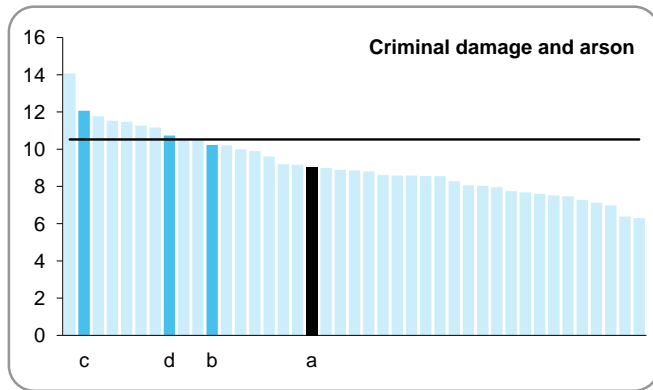
Arson

	Offences	per 1000	MSG Avg	Difference*	
Population	2,783k				
Criminal damage	24,215	8.70	10.08	-3,844	-16%
Arson	982	0.35	0.44	-244	-25%
Criminal damage and arson	25,197	9.05	10.52	-4,087	-16%

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

Source: ONS Crime Statistics 2013/14

West Midlands

Offences and outcomes - Criminal damage and arson - Former 'detection rates'

What is the former 'detection rate' for criminal damage and arson in the force and how does this compare with others?

For important information on understanding former 'detection rates' see the introduction to this section. In particular, differences in forces' policies (e.g. on restorative justice, 'taken into considerations' and community resolutions) will impact on former detection rates.

Criminal damage

Criminal damage and arson

Arson

Population	2,783k				
	Offences	FDs	%	MSG Avg	Diff*
Criminal damage	24,215	2,653	11%	11%	-48
Arson	982	98	10%	9%	7
Criminal damage and arson	25,197	2,751	11%	11%	-41

* Net difference in the number of outcomes (former 'detections') compared to if the force had the MSG rate. A positive difference indicates a higher number of detections for this force than expected based on the detections reported by MSG forces.
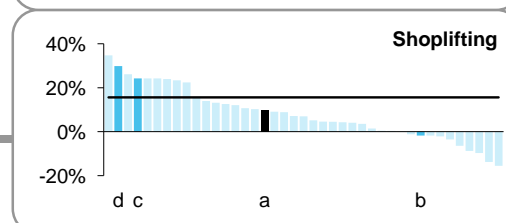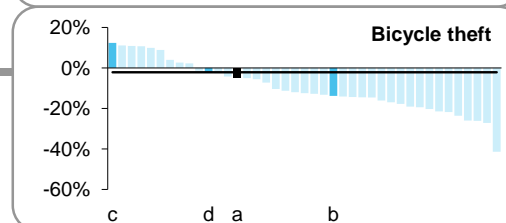
Source: Home Office Detections Statistics 2013/14 (former 'detections'), ONS Crime Statistics 2013/14 (Crime)

West Midlands

Offences and outcomes - Criminal damage and arson - 2010/11 - 2013/14

How does the recorded crime rate for criminal damage and arson compare with four years ago and how does this compare with others?

Criminal damage and arson

Criminal damage
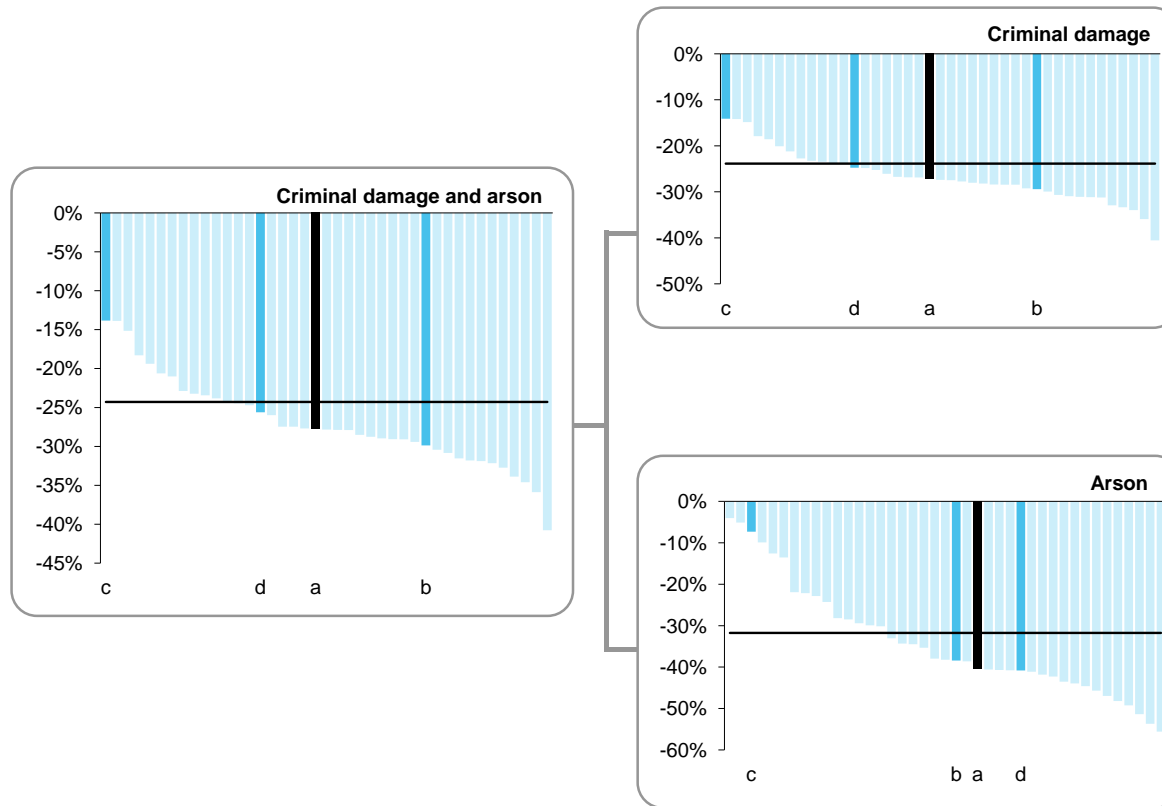
Arson

	2010/11	2013/14	% change	
			Force	**MSG Avg**
Criminal damage	33,240	24,215	-27%	-24%
Arson	1,651	982	-41%	-32%
Criminal damage and arson	34,891	25,197	-28%	-24%

Source: ONS Crime Statistics 2013/14

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?

Recorded crime rate (per 1000) refers to the number of recorded offences per 1000 population .

Public order offences

Other crimes against society

Drug offences

Trafficking of drugs

Possession of drugs

Possession of weapons offences

Miscellaneous crimes against society
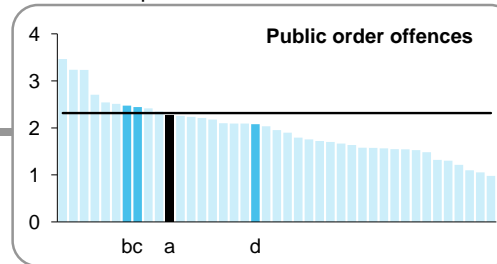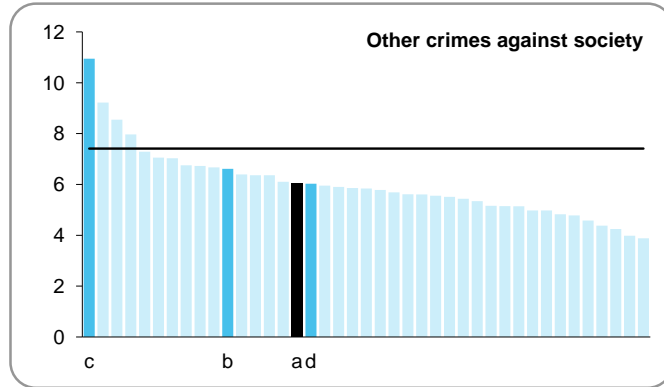
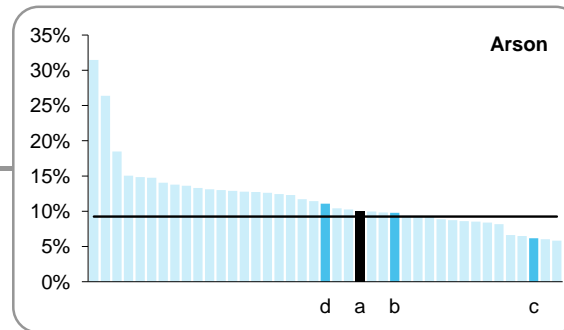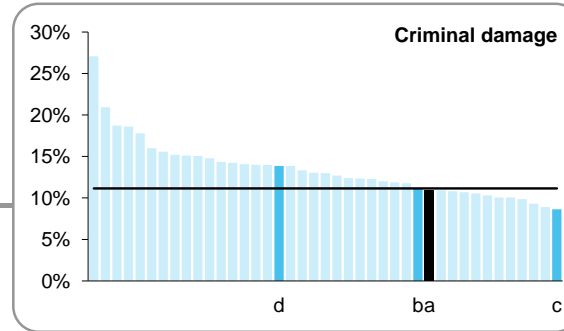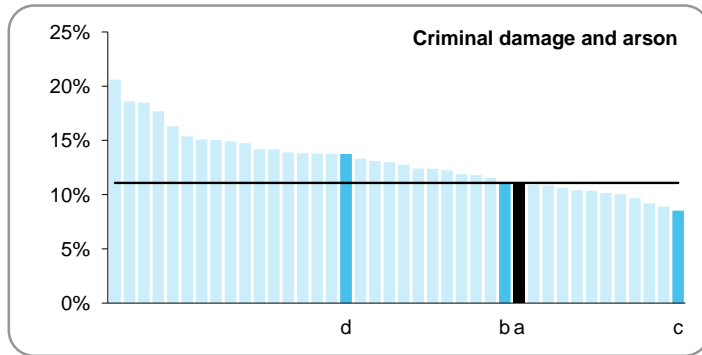| Population	2,783k				
	Offences	**per 1000**	**MSG Avg**	**Difference***	
Trafficking of drugs	1,836	0.7	0.8	-397	-22%
Possession of drugs	5,277	1.9	3.1	-3,239	-61%
Drug offences	7,113	2.6	3.9	-3,636	-51%
Public order offences	6,292	2.3	2.3	-149	-2%
Possession of weapons	1,184	0.4	0.4	60	5%
Misc crimes against society	2,271	0.8	0.8	-40	-2%
Other crimes against society	16,860	6.1	7.4	-3,764	-22%

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

Source: ONS Crime Statistics 2013/14

West Midlands

Offences and outcomes - Other crimes against society - Former 'detection rates'

What is the former 'detection rate' for other crimes against society in the force and how does this compare with others?

For important information on understanding former 'detection rates' see the introduction to this section. In particular, differences in forces' policies (e.g. on restorative justice, 'taken into considerations' and community resolutions) will impact on former detection rates.

Please note that the former detection rate can be above 100% where detections and crimes are recorded in different time periods. This can be particularly noticeable where crimes are proactively found or have very small numbers. For display purposes all former detection rate graphs have been capped at 100%

Public order offences

Trafficking of drugs

Other crimes against society

Drug offences

Possession of drugs

Possession of weapons offences

Miscellaneous crimes against society
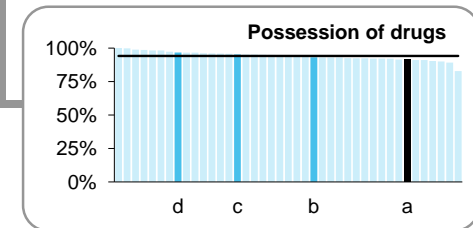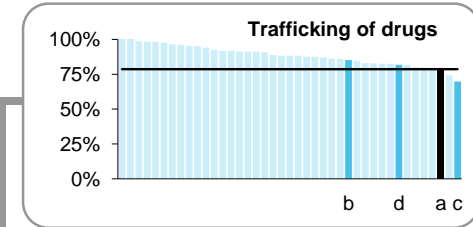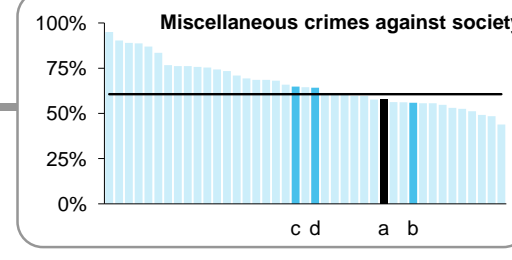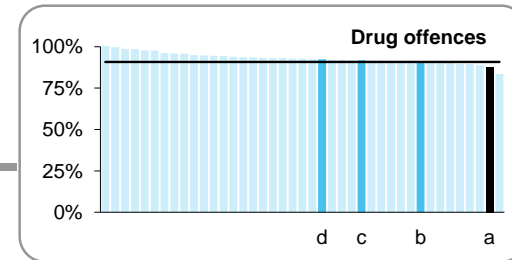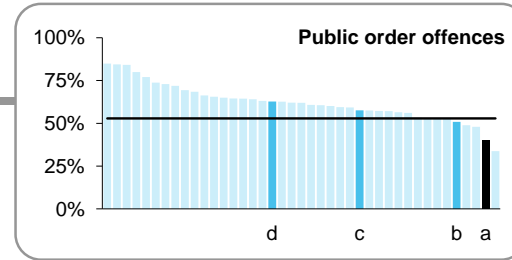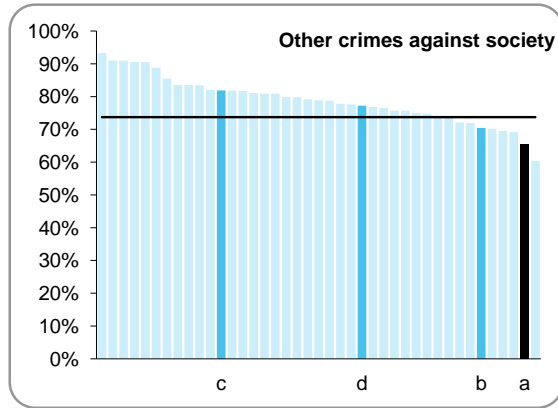
	Offences	FDs	%	MSG Avg	Diff*
Trafficking of drugs	1,836	1,429	78%	79%	-15
Possession of drugs	5,277	4,822	91%	94%	-145
Drug Offences	7,113	6,251	88%	91%	-161
Public order offences	6,292	2,525	40%	53%	-799
Possession of weapons	1,184	926	78%	78%	-2
Misc crimes against society	2,271	1,309	58%	61%	-68
Other crimes against society	16,860	11,011	65%	74%	-1,030

* Net difference in the number of outcomes (former 'detections') compared to if the force had the MSG rate. A positive difference indicates a higher number of detections for this force than expected based on the detections reported by MSG forces.

Source: Home Office Detections Statistics 2013/14 (former 'detections'), ONS Crime Statistics 2013/14 (Crime)

Offences and outcomes - Other crimes against society - 2010/11 - 2013/14

How does the recorded crime rate for other crimes against society compare with four years ago and how does this compare with others?
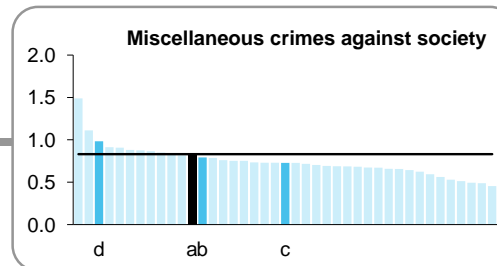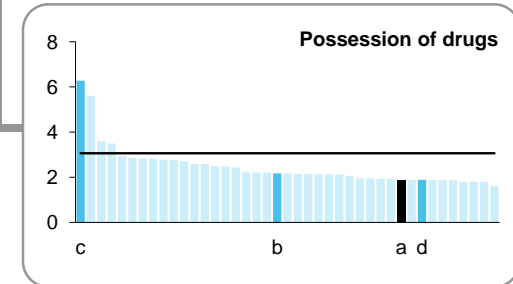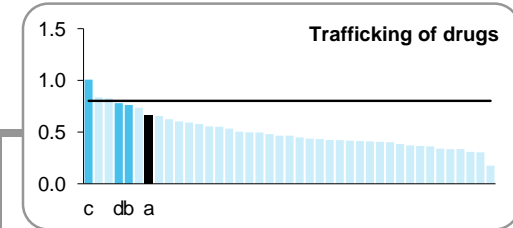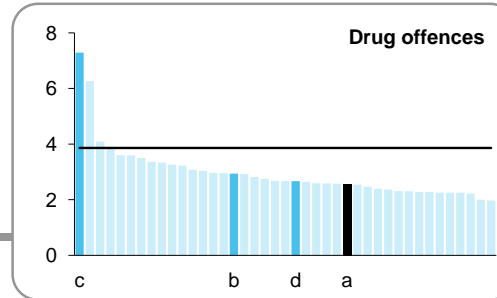

Other crimes against society

Public order offences

Drug offences

Trafficking of drugs

Possession of drugs

Possession of weapons offences

Miscellaneous crimes against society
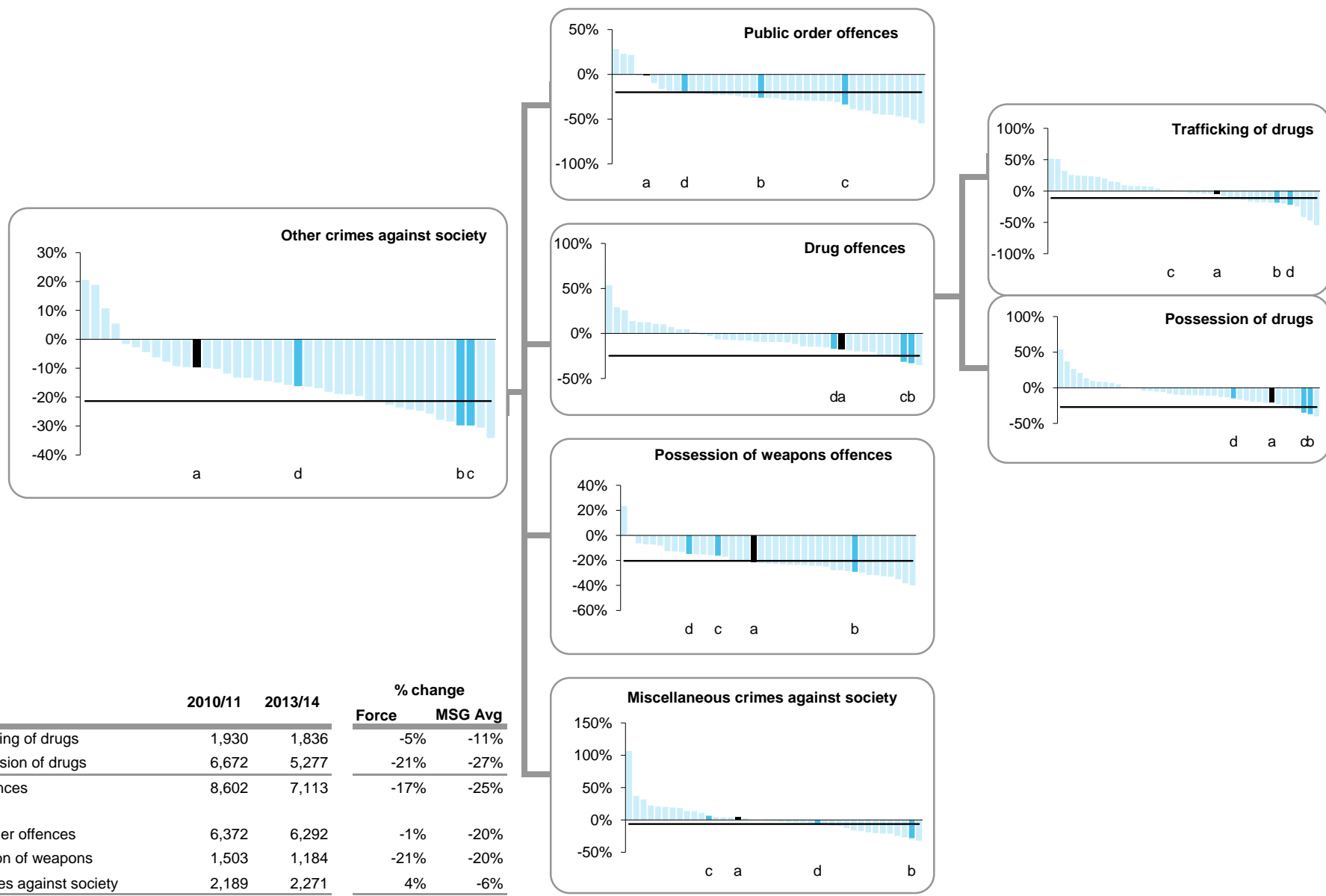
	2010/11	2013/14	% change	
			Force	**MSG Avg**
Trafficking of drugs	1,930	1,836	-5%	-11%
Possession of drugs	6,672	5,277	-21%	-27%
Drug offences	8,602	7,113	-17%	-25%
Public order offences	6,372	6,292	-1%	-20%
Possession of weapons	1,503	1,184	-21%	-20%
Misc crimes against society	2,189	2,271	4%	-6%
Other crimes against society	18,666	16,860	-10%	-21%

Source: ONS Crime Statistics 2013/14

West Midlands

Offences and outcomes - Change in former 'detection rate's

How does the former 'detection rate' compare with four years ago for all crime types and how does this compare with others?

	2010/11	2013/14	% point change	MSG Avg
Victim-based crime	15%	18%	3.1	-0.4
Other crimes against society	71%	65%	-6.0	-10.4
Crimes (exc fraud)	**20%**	**22%**	**2.8**	**-2.3**

	2010/11	2013/14	% point change	MSG Avg		2010/11	2013/14	% point change	MSG Avg
Violence against the person									
Homicide*	84%	94%	10.2	7.6					
Violence with injury	30%	34%	3.1	-3.7	Trafficking of drugs	76%	78%	2.2	-6.7
Violence without injury	28%	28%	0.0	-4.3	Possession of drugs	99%	91%	-7.2	-7.1
Violence against the person	30%	31%	1.6	-3.8	Drug Offences	93%	88%	-5.5	-7.7
Sexual offences									
Rape	19%	23%	4.2	-0.8	Possession of weapons offences	84%	78%	-5.4	-6.6
Other sexual offences	27%	26%	-0.9	-3.2	Public order offences	42%	40%	-2.3	-12.8
Sexual offences	24%	25%	1.0	-2.4	Misc crimes against society	60%	58%	-2.5	-7.6
Robbery									
Robbery of business property	17%	24%	7.3	7.4	**Other crimes against society**	**71%**	**65%**	**-6.0**	**-10.4**
Robbery of personal property	15%	23%	8.0	1.8					
Robbery	15%	23%	8.0	2.7					
Theft									
Burglary in a dwelling	9%	13%	4.1	1.0					
Burglary in a building other than a dwelling	7%	6%	-1.3	-1.5					
Burglary	8%	9%	1.5	-0.5					
Vehicle offences	7%	7%	0.7	-0.7					
Bicycle theft	3%	4%	0.7	-0.8					
Theft from the person	4%	5%	1.2	1.0					
Shoplifting	43%	44%	1.5	-11.8					
All other theft offences	7%	8%	1.6	-0.5					
Theft offences	12%	14%	2.8	-0.8					
Criminal damage and arson									
Criminal damage	9%	11%	1.6	0.0					
Arson	7%	10%	3.2	2.2					
Criminal damage and arson	9%	11%	1.7	0.2					
Victim-based crime	**15%**	**18%**	**3.1**	**-0.4**					

Note: Please be aware that community resolutions / restorative justice may impact on changes in former detection rates.

* Since homicide numbers are small, care should be taken when making comparisons between forces. Further, the fromer 'detection rate' can be greater than 100% where a detection is recorded for a crime which occurred in a previous year.

Source: Home Office Detections Statistics 2013/14 (former 'detections'), ONS Crime Statistics 2013/14 (Crime)

Offences and outcomes - by type

How are different former detection types used by the force and how does this compare with others?

These charts show the proportion of usage for different types of sanction detections alongside the average proportions for the MSG.

Charge summons refer to when an offender is charged with a crime and can be summoned to court.

Cautions refer to when an offender receives a caution which is officially recorded against their name.

Fixed penalties refer to financial penalties which are recorded on the police national database.

Taken into Considerations (TICs) refer to offences which are considered in conjunction with other offending, often more serious offences. The figures presented do <u>not</u> include TICs for crimes that have not previously been recorded (which are in a separate category).

Cannabis warnings refer to specific warnings recorded for drugs (cannabis use).

Note that former 'detections 'do not cover all detections such as restorative justice, TICs for crimes not previously recorded and community resolutions.

Charge summons

Cautions

Penalty notices

TICs
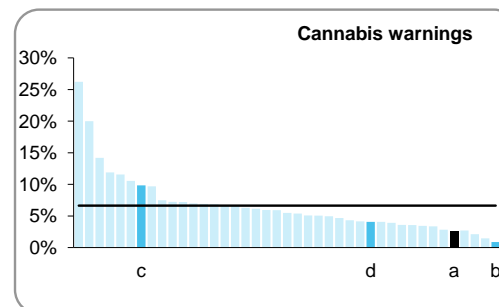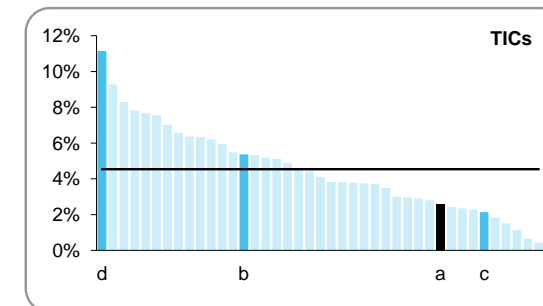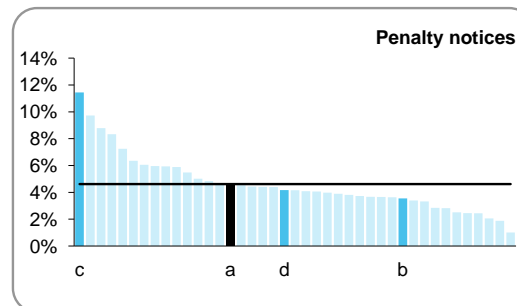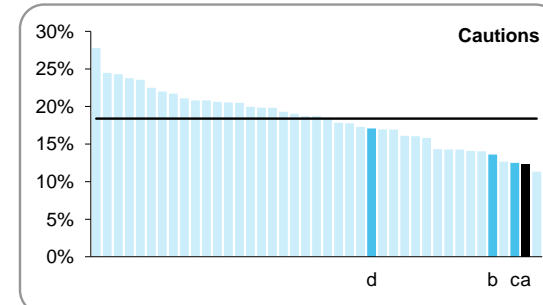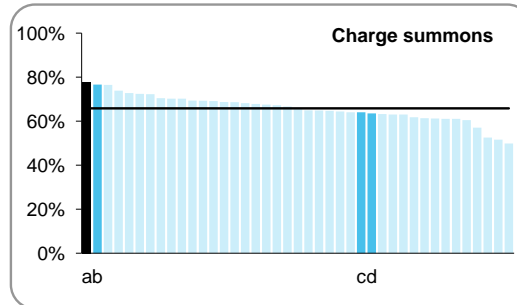
Cannabis warnings

	%	MSG Avg	Avg
Charge summons	78%	71%	66%
Cautions	12%	14%	18%
Penalty notices	5%	6%	5%
Cannabis warnings	3%	4%	7%
Taken into consideration (TIC)	3%	5%	5%
Total	100%	100%	100%

Source: ONS Crime Statistics 2013/14

West Midlands

Offences and outcomes - Charges

What proportion of offences result in charges for all crime types and how does this compare with the other forces?

The term charges relates to recorded offences processed by means of charge or summons.

These charts and tables show the charge rates for all crime types compared with the MSG.

The charges % expected plot shows your actual charges divided by the number of charges you would achieve if you were performing in line with all forces for each crime type. Hence if above/below 100%, you are achieving more/fewer charges than the average. Here a weighted average of forces is used.

	Offences	Charges	%	MSG	Diff*
Victim-based					
Homicide	33	31	94%	87%	2
Violence with injury	19,372	5,606	29%	30%	-197
Violence without injury	13,696	3,072	22%	31%	-1,141
Rape	878	200	23%	25%	-22
Other sexual offences	2,198	507	23%	25%	-46
Robbery of business property	640	153	24%	28%	-27
Robbery of personal property	4,733	1,054	22%	21%	55
Burglary in a dwelling	12,726	1,194	9%	9%	17
Burglary in a building other than a dwelling	11,194	578	5%	5%	-14
Vehicle offences	23,599	1,234	5%	6%	-76
Bicycle theft	3,082	85	3%	3%	-13
Theft from the person	3,529	168	5%	4%	21
Shoplifting	15,895	5,754	36%	33%	482
All other theft offences	20,892	1,356	6%	6%	124
Criminal damage	24,215	2,202	9%	8%	209
Arson	982	90	9%	8%	10
Other crimes against society					
Trafficking of drugs	1,836	1,133	62%	66%	-71
Possession of drugs	5,277	1,979	38%	33%	248
Possession of weapons offences	1,184	801	68%	65%	28
Public order offences	6,292	2,193	35%	41%	-402
Miscellaneous crimes against society	2,271	1,110	49%	53%	-83
Crimes (excluding fraud)	174,524	30,500	17%	17%	-896

* Net difference in the number of charges compared to if the force had the MSG rate.

The level of expected charges is based on national average charges rates for each crime-type.

Source: Home Office Detections Statistics 2013/14 (former 'detections'), ONS Crime Statistics 2013/14 (Crime)

West Midlands

Offences and outcomes - Cautions

How are different former detection types used by the force and how does this compare with others?

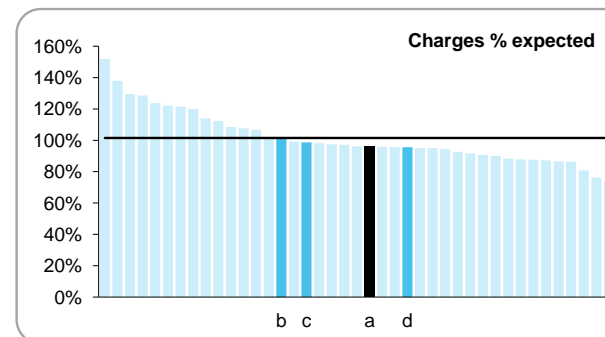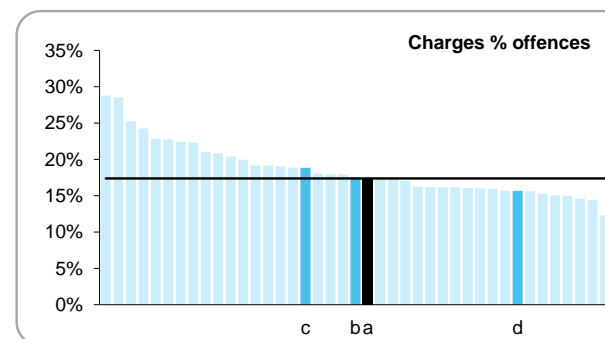> The term cautions refers to a recorded offence where the offender receives a caution officially recorded against their name.
>
> These charts and tables show the caution rates for all crime types compared with the MSG average. The difference values show what the force would have achieved if it had matched their MSG average for each crime type.
>
> The cautions % expected plot shows your actual cautions divided by the number of cautions you would achieve if you were performing in line with all forces for each crime type. Hence if above/below 100%, you are achieving more/fewer cautions than the average. Here a weighted average of forces is used.

	Offences	Cautions	%	MSG	Diff*
Victim-based					
Homicide	33	0	0%	0%	0
Violence with injury	19,372	897	5%	7%	-390
Violence without injury	13,696	751	5%	8%	-348
Rape	878	0	0%	0%	-2
Other sexual offences	2,198	59	3%	3%	2
Robbery of business property	640	0	0%	0%	-1
Robbery of personal property	4,733	19	0%	0%	6
Burglary in a dwelling	12,726	36	0%	0%	0
Burglary in a building other than a dwelling	11,194	27	0%	0%	-3
Vehicle offences	23,599	82	0%	0%	0
Bicycle theft	3,082	13	0%	1%	-5
Theft from the person	3,529	19	1%	1%	-3
Shoplifting	15,895	549	3%	4%	-66
All other theft offences	20,892	236	1%	1%	-55
Criminal damage	24,215	405	2%	2%	-170
Arson	982	8	1%	1%	-3
Other crimes against society					
Trafficking of drugs	1,836	291	16%	12%	62
Possession of drugs	5,277	887	17%	17%	-15
Public order offences	6,292	220	3%	5%	-95
Possession of weapons offences	1,184	125	11%	13%	-31
Miscellaneous crimes against society	2,271	192	8%	8%	17
Crimes (excluding fraud)	174,524	4,816	3%	3%	-1,099

Cautions % offences
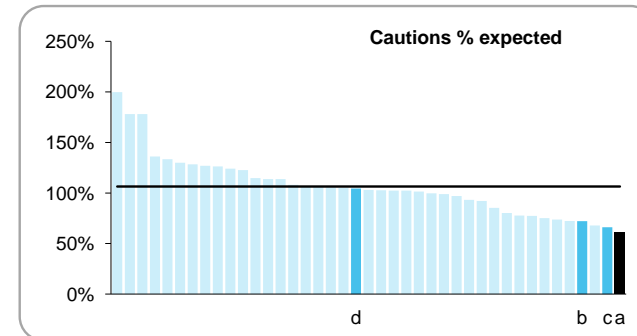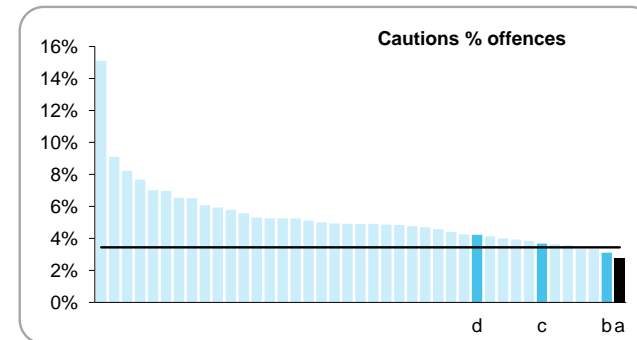
Cautions % expected

The level of expected cautions is based on national average caution rates for each crime-type.

* Net difference in the number of cautions compared to if the force had the MSG rate.

Source: Home Office Detections Statistics 2013/14 (former 'detections'), ONS Crime Statistics 2013/14 (Crime)
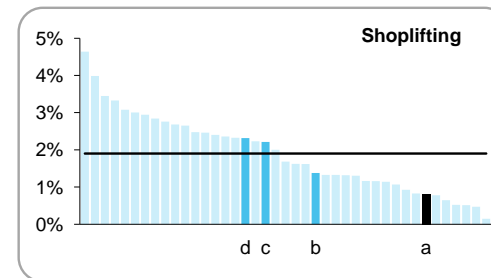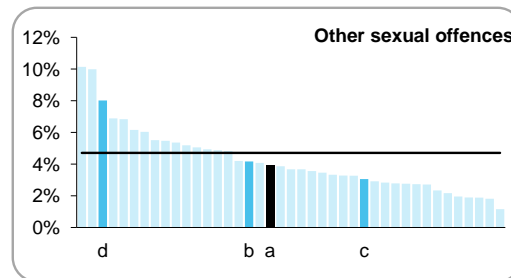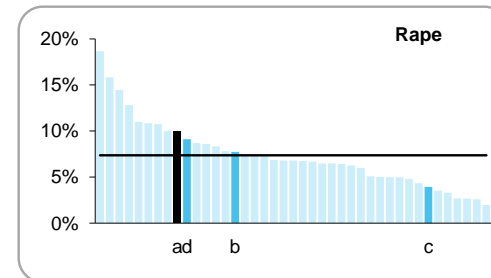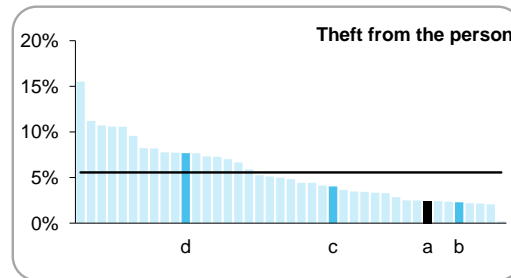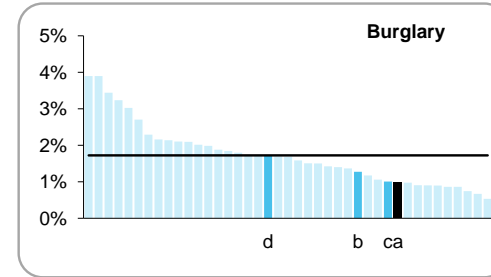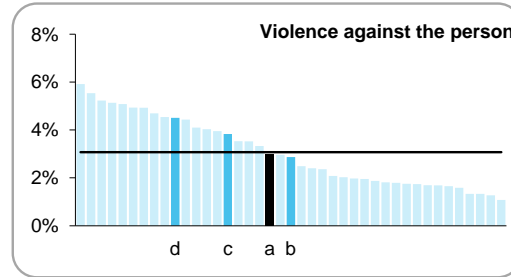
West Midlands

Offences and outcomes - No crime

What proportion of crimes initially recorded are subsequently 'no crimed' where it is judged by the police that no crime actually took place or was recorded in error and how does this compare for different crime types and to other forces?

These charts show the 'no crime rate ' (number of 'no crimes ' divided by the number of recorded crimes and the number of 'no crimes' added together) for the last four years. The average no crime rate is the average of all forces.

This information gives a more rounded picture of a force's crime recording practises.

A crime could be no crimed where it is considered to have been recorded in error or where, having been recorded, additional verifiable information becomes available that determines that no crime was committed.

Violence against the person

Burglary

Theft from the person

Rape

Other sexual offences

Shoplifting

| | 2010/11 | 2011/12 | 2012/13 | 2013/14 | | Change | |
				Force	All Avg	3 year	1 year
Violence against the person	3.6%	2.9%	2.8%	3.0%	3.1%	-0.6%	0.1%
Burglary	1.2%	1.3%	0.9%	1.0%	1.7%	-0.3%	0.0%
Theft from the person	2.6%	2.0%	1.6%	2.4%	5.6%	-0.2%	0.9%
Rape	8.2%	8.1%	13.3%	9.9%	7.4%	1.7%	-3.3%
Other sexual offences	4.1%	3.3%	5.7%	3.9%	4.2%	-0.1%	-1.7%
Shoplifting	1.9%	1.6%	0.9%	0.8%	2.1%	-1.1%	-0.1%

Please note:

The proportion of 'no crimes' does not in itself infer high or low compliance with the overall requirements of the Home Office Counting Rules. Levels of 'no criming' are particularly susceptible to local recording practice and the IT systems in use. A police force having a high level of 'no crimes' may be indicative of that force having a local recording process that captures all reports as crimes at the first point of contact and before any further investigation has taken place to consider the full facts. Note that forces have a 72 -hour window in which to record a crime once the balance of probability says a crime has been committed.

Source: Home Office 'No crimes' data

West Midlands

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

	£m	£/head	Avg	Diff £m		£m	£/head	Avg	Diff £m
National policing	34.1	12.2	4.0	22.9	Major investigations unit	17.3	6.2	3.4	7.9
					Command team and support overheads	6.4	2.3	0.9	3.8
Staffing	**FTE (POA)**	**FTE/1000**	**Avg**	**Diff £m**	**Support functions**				
Police officers	6,816.0	2.4	1.9	78.6	ICT	15.9	5.7	8.3	-7.3
Non Staff Costs	**£m**	**% staff cost**	**Avg**	**Diff £m**	Performance review	10.5	3.8	2.0	5.0
Transport related expenses	7.8	1.7	2.9	-5.6	**National policing**				
Force collaboration payments	0.6	0.1	3.5	-15.7	Counter terrorism/special branch	30.6	11.0	3.2	21.6
Other employee expenses	4.6	1.0	2.2	-5.3	National policing	34.1	12.2	4.0	22.9
Non-staff costs	96.0	20.9	28.1	-33.0	Specific grants	-29.9	-10.8	-3.2	-21.0
					Police and Crime Commissioner				
COSTS BY OBJECTIVE	**£m**	**£/head**	**Avg**	**Diff £m**	PCC/Local policing body cost	3.7	1.3	3.4	-5.8
NRE by objective group									
Dealing with the public	39.2	14.1	11.0	8.6					
Intelligence	29.0	10.4	7.4	8.5					
PCC/Local Policing Body	3.7	1.3	3.4	-5.8					
Local policing									
Local investigation/prisoner processing	55.5	19.9	12.9	19.5					
Specialist community liaison	22.5	8.1	3.5	12.9					
Dealing with the public									
Central communications unit	11.5	4.1	9.1	-13.9					
Local call centres/front desk	27.3	9.8	1.5	23.0					
Dealing with the public	39.2	14.1	11.0	8.6					
Criminal justice									
Criminal justice	3.6	1.3	2.9	-4.5					
Intelligence									
Intelligence gathering	15.5	5.6	3.5	5.7					
Intelligence	29.0	10.4	7.4	8.5					
Investigations									