

**Value for Money - Comparison of HMIC Outliers  
Information from the HMIC Value for Money Report 2016**

**Comparisons with the Most Similar Group (MSG) Forces**

Cost/Income	Activity	West Midlands Police	Greater Manchester	Merseyside	West Yorkshire
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	Number of officers employed (excludes any national policing functions)				
	- Officers		6,272	5,947	4,282
	- Staff		2,817	3,228	2,988
	- PCSOs		447	643	571
	Net Revenue Expenditure by function				
	- Operational £m		382.0	378.5	273.1
	- Frontline £m		41.8	37.6	33.5
	- Support £m		97.6	105.3	79.3
	- Other £m		17.7	38.3	37.4
Earned Income	Main sources of income	Football and other events with other negligible income identified	Operation Protector (Party Conferences), football, Other events, airport policing	Government grants; loans fund, CRB, DSP & PCC, plus grants give to TITAN (the northwest serious and organised crime collaboration of which we are lead Force).	Partnership income (casualty reduction £1.5m and PCSO partnership £2m) and collaboration income (Regional scientific support and regional crime £19m) are our main sources of income
Earned Income	Income from collaborative work or services provided to other Forces	Minor partnership contributions	We have a number of collaborations, majority are regional ones. Any income we receive is the reimbursed of salary costs for officer/staff seconded to the collaboration.	We receive income for collaboration work from the following :- North west motorway policing group, Underwater search unit, NW Covert IT terminal & TITAN (as above).	Our main income we receive is in relation to regional scientific support and regional crime.
Intelligence	Intelligence Income from collaborative work or services provided to other Forces	In POA ROCU is included within section 6 (Intelligence), and we do receive income that is classed as reimbursed collaborative (Regional Prison Intelligence and Witness Protection).	We have reimbursed income in relation to collaborations (intelligence): -Regional Confidential Unit,Regional Prison Intelligence Unit, Cyber Crime	Yes we receive funds from other Forces and central government for some of the TITAN units which deal with intelligence.	We receive income in relation to regional scientific support and regional crime (£1.3m relates to Intelligence Gathering & £0.4m relates to Intelligence Analysis/Threat Assessments)
Public Protection	Confirm which activities are included:	Include services listed below.	ALL GMP costs are included in Adult Protection		We found it difficult last year to split out between the categories because we haven't got specific teams they all deal with different cases as and when they arise.
		Child online safety Team			
		Child Sexual Exploitation			
		Sexual Offences			
		Sex Offender Managers			
		Child Abuse & MASH (Multi Agency Safeguarding Hub)			
		Domestic Abuse			
		Vulnerable Adults			
		Central Referral Unit			
		SARC Centres			
		Local Command Team			
Public Protection	Are witness protection and child protection included?	No	ALL GMP costs are included in Adult Protection	They are all in here and split over the categories as well as the relevant cost centres are budgeted.	We have nothing in witness and child protection, it's all in adult protection
Investigation	Check interpretation of major investigation	On POA have included Homicide, Violent Crime and ACE (ROCU), ACE possibly included incorrectly as part of RART (£114k)	A major investigation involves, All murders/ attempted murders, serious assaults, serious and organised crime, blackmail, drug trafficking, kidnap, Gangs.	I don't have a definition for 'major investigation' as we have a cost centre dedicated to it and I just code all the budgets from that cost centre to 7b.	The old HMET used to say the following operations were classed as major investigations. Homicide, Kidnap and Extortion, Stranger Rape, Threats to life Issues. But this is not an exhaustive list. There is no definition as such but is judged on a case by case basis dependent on public confidence etc.
Support	Definition of Performance Review	On POA have included all project costs, <b>including spine</b> , plus Service Performance Team and Business Transformation Staff and non-pay costs. Not sure where else this would sit.	We are defining Performance review and corporate development as per the POA guidance notes under 10i. Our performance review/ Corporate Development section includes all costs for external relations and performance branch, Change and transformation branch and transforming divisional policing	Again we have a cost centre for performance review and all the budgets are coded to 10i.	The departments included under 10i relate to Crime evaluation, criminal justice, information management, op transform and the performance unit ( teams that continually look at force improvements) and quality of service. Costs includes pay, travel and subs and office/operational equipment
Support	Support cost as a % of total spend		18.10%	18.81%	17.13%
					18.73%