



Promoting improvements
in policing to make
everyone safer

PEEL: Police efficiency 2016

An inspection of Durham Constabulary



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Contents

Introduction	3
Force in numbers	4
Overview – How efficient is the force at keeping people safe and reducing crime?	6
How well does the force understand its current and likely future demand?	8
How well does the force understand the current demand for its services?	8
How well does the force understand potential future demand for its services?	12
Summary of findings	13
How well does the force use its resources to manage current demand?	15
How well does the force’s current allocation of resources match demand, organisational and financial requirements?	15
How well does the force improve the productivity of its workforce?	19
How well does the force work with others to improve how it manages demand for its services?	20
How well does the force understand how any changes made to improve efficiency have affected its ability to manage demand?	23
Summary of findings	25
How well is the force planning for demand in the future?	26
How well does the force identify and prioritise areas to invest in for the future? ...	26
How well does the force plan its investments?	28
To what extent does the force fund its investments sustainably?	31
Summary of findings	32
Next steps	34
Annex A – About the data	Error! Bookmark not defined.

Introduction

As part of its annual inspections into police effectiveness, efficiency and legitimacy (PEEL), HMIC assesses the efficiency of police forces across England and Wales.

As with all public services, it is vital that the police service operates in a way that makes the most of all its available resources. Police forces need to make sure they understand the current demand for their services. This is to make sure that they use all the resources available to them to fight all types of crime and to protect communities. Also, forces need to be looking to the future to understand how that demand may change and to plan where they need to invest extra resources or change the ways they operate so that the public can continue to receive the policing it expects and deserves.

As part of the government's objectives to cut public spending, central funding to the police service in England and Wales has been reduced by around 20 percent since 2011. Police forces across England and Wales have faced a difficult challenge to sustain effective levels of policing in the face of significant budget cuts. Forces need to continue to make efficiencies and invest resources wisely in order to maintain a focus on reducing crime and keeping their communities safe. HMIC considers that a police force is efficient if it is making the best use of its resources to provide policing services that meet expectation and follow public priorities, and if it is planning and investing wisely for the future.

HMIC's efficiency inspection assessed all of these areas during 2016. More information on how we inspect and grade forces as part of this wide-ranging inspection is available on the HMIC website (www.justiceinspectorates.gov.uk/hmic/peel-assessments/how-we-inspect/). This report sets out our findings for Durham Constabulary.

Reports on Durham Constabulary's legitimacy and leadership inspections will be available on the HMIC website (www.justiceinspectorates.gov.uk/hmic/peel-assessments/peel-2016) in December 2016. Our reports on police effectiveness will be published in early 2017.

Force in numbers



Financial position

	2016/17	2019/20	Percentage change
Forecast change in total gross revenue expenditure	£117m	£115m	-2%
Forecast savings:			
Amount of forecast savings	£2.3m	£1.2m	
Percentage of gross revenue expenditure	2%	1%	



Workforce

	2015/16	2019/20	Percentage change
Planned change in officer numbers	1,115	1,200	+8%
Planned change in total workforce	2,083	2,214	+6%
Officer cost per head of population in the 12 months to 31 March 2016	£103	£98	
Workforce cost per head of population in the 12 months to 31 March 2016	£150	£143	



Calls for assistance

999 calls per 1,000 population 12 months to 31 March 2016

Durham Constabulary

113

England and Wales force average

124



Recorded crime

Changes in recorded crime (excluding fraud) per 1,000 population 12 months to 31 March 2016

2014/15

53

2015/16

58

Percentage change in recorded crime (excluding fraud) per 1,000 population 12 months to 31 March 2016

Durham Constabulary

+10%

England and Wales force average

+9%



Victim satisfaction

Victim satisfaction with the overall service provided by the police 12 months to 31 March 2016

Durham Constabulary

90%

England and Wales force average

84%

For further information about the data in this graphic please see annex A

Overview – How efficient is the force at keeping people safe and reducing crime?

Overall judgment¹



Outstanding

Durham Constabulary has been assessed as outstanding in respect of the efficiency with which it keeps people safe and reduces crime.

Overall summary

Durham Constabulary understands the public demand for policing and the importance of using that understanding to organise its services. It has assessed the factors that are likely to influence demand over the next 15 to 20 years and has tried to identify demands that may be hidden at present, such as in relation to honour-based violence. The constabulary challenges itself to identify which of its own internal demands for additional services are unnecessary and to reduce these.

The constabulary understands the costs of the provision of police services. It consistently reviews how it can improve efficiency without reducing its service to the public, for example by making full use of a 'diary car' instead of an immediate police response where appropriate. It develops its policing and financial plans together, in the light of its overall priorities. It has a comprehensive ICT strategy to support these plans that is helping the constabulary both to work more efficiently and to improve its services. The constabulary involves all relevant internal departments in six-weekly strategic resourcing group meetings that monitor the policing and financial plans. Those present have the authority to take action to resolve any problems and fill any gaps that emerge. The constabulary's internal audit team reviews not only how much the constabulary does, but also how well it is doing it. The constabulary has good working arrangements with other agencies and police forces to make sure that the right agency is tackling each task, that resources are shared effectively and that income is generated where possible.

Durham Constabulary's plans for the future are well developed and ambitious. They make realistic assumptions based on comprehensive information about the future demand for policing and the resources that will be required. The plans take into account possible risks, including reductions in central funding. The constabulary has

¹ HMIC judgments are: outstanding, good, requires improvement and inadequate.

plans to increase its police officers from 1,150 FTE in 2016/17 to 1,200 in 2018/19 and beyond. It has a detailed training plan to address the skills gaps created by those leaving the force.

Recommendations

Durham Constabulary is an outstanding force. HMIC has not identified any causes of concern and therefore has made no specific recommendations.

How well does the force understand its current and likely future demand?

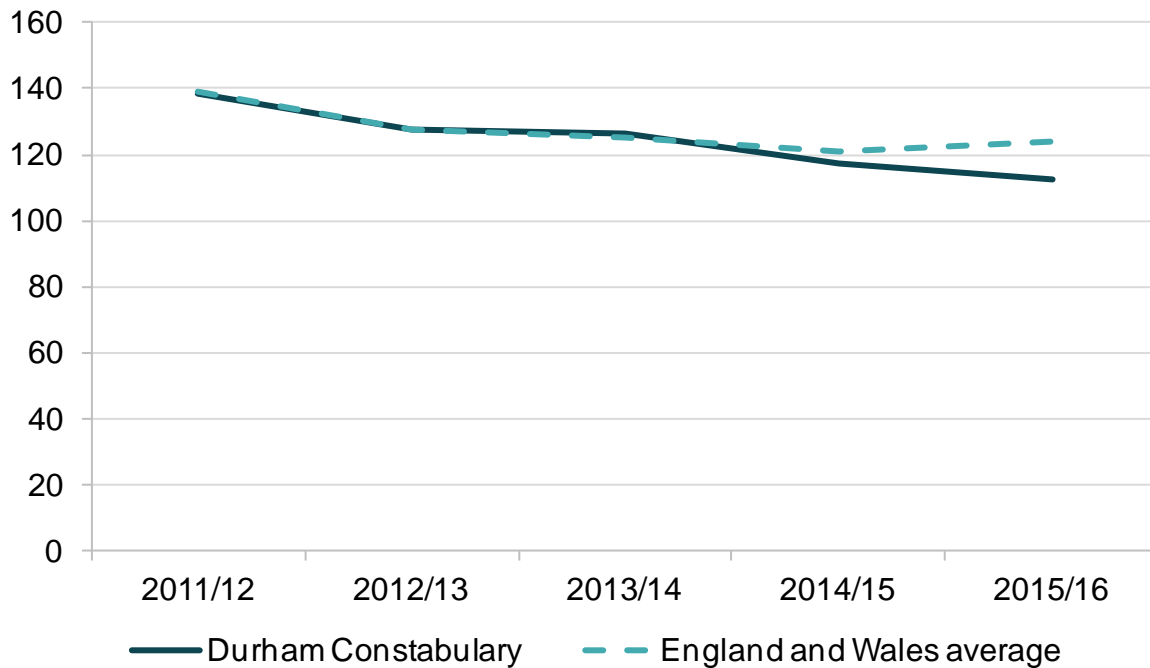
A good understanding of the demand for police services is vital in ensuring that forces have the right resources in the right place to provide the right level of policing now and in the future. This means not just an understanding of reported incidents but also how well a force proactively looks for demand that is less likely to be reported (e.g. incidents relating to modern slavery or child sexual exploitation) so that it can ensure that it protects the most vulnerable victims. Forces also need to understand how much resource to put into work that prevents crime and anti-social behaviour from occurring in the first place. It is important that forces continually review how they operate to ensure that they are not wasting police resources by operating inefficiently or responding to unnecessary demands.

Forces must understand how demand is changing and how they need to change in order to adapt to ensure that they can plan for the future and continue to respond effectively. As well as assessing likely future threats and risks from crime, this also means understanding and assessing the potential impact of wider societal and environmental changes on the demands they will face.

How well does the force understand the current demand for its services?

Police services cover a wide spectrum of activities and go far beyond the most obvious demands for providing a response to 999 calls, protecting victims of crime and pursuing offenders. It is important that forces have a comprehensive understanding across the whole range of different demands they face, including early intervention work with other organisations to prevent crime and proactively seeking out 'hidden' crimes (e.g. domestic abuse, internet crime, fraud, modern slavery and crime in communities who are more reluctant to trust or engage with the police). Police forces also need to understand how efficiently they run their own operations in order to avoid wasted effort and to ensure that they make the best use possible of all available resources.

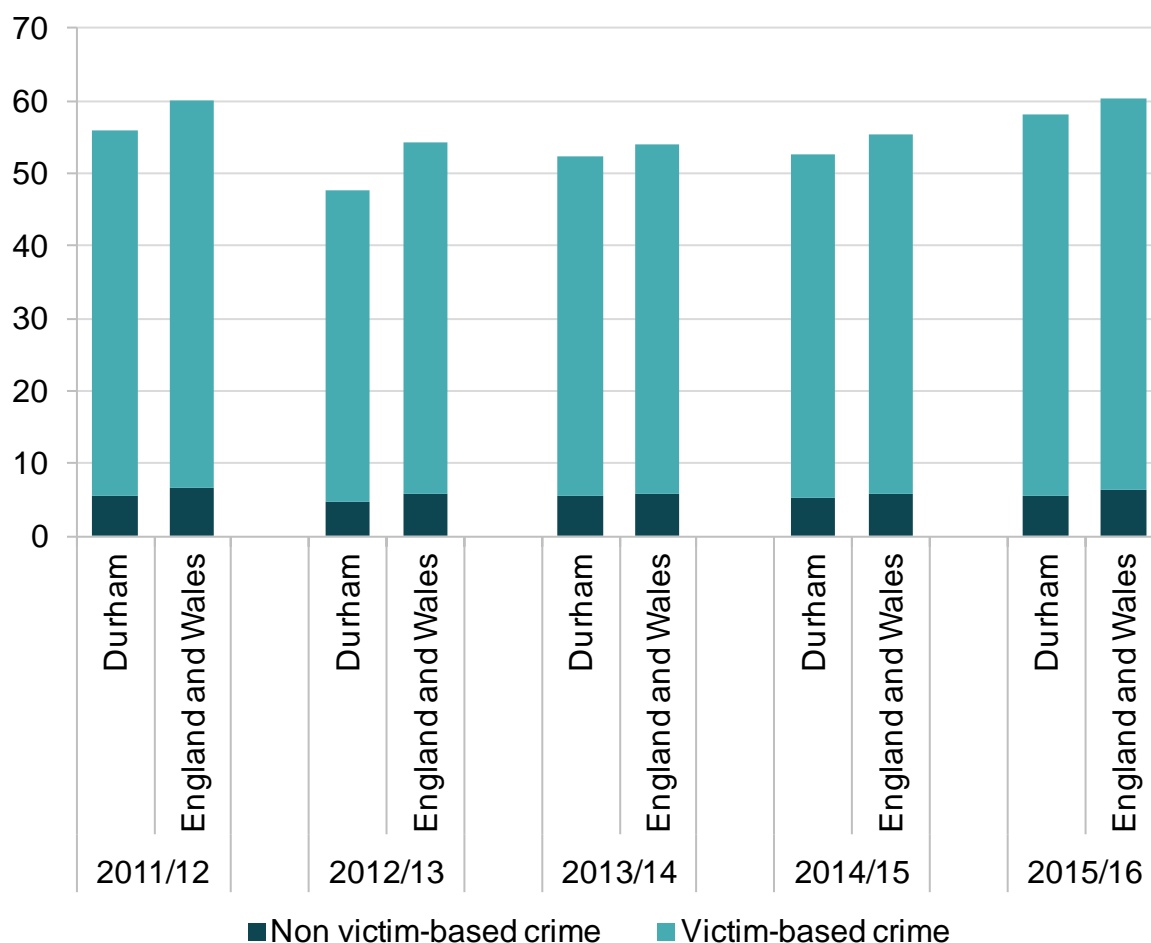
Figure 1: Volume of 999 calls per 1,000 population received by Durham Constabulary compared with England and Wales in the 12 months to 31 March 2012 to the 12 months to 31 March 2016



Source: Home Office Annual Data Requirement
For further information about the data in figure 1 please see annex A

Durham Constabulary received 113 '999' calls per 1,000 population in the 12 months to 31 March 2016. This was broadly in line with the England and Wales average of 124 calls per 1,000 population. In the 12 months to 31 March 2012, the constabulary received 138 '999' calls per 1,000 population, broadly in line with the England and Wales average of 139 calls per 1,000 population.

Figure 2: Police recorded crimes per 1,000 population in Durham Constabulary compared with England and Wales in the 12 months to 31 March 2012 to the 12 months to 31 March 2016



Source: Home Office Police recorded crime data
For further information about the data in figure 2 please see annex A

With regard to police recorded crime for the 12 months to 31 March 2016, Durham Constabulary recorded 52.6 victim-based crimes per 1,000 population, broadly in line with the England and Wales average of 53.8 victim-based crimes per 1,000 population. Over the same period, Durham Constabulary recorded 5.5 non victim-based crimes per 1,000 population, broadly in line with the England and Wales average of 6.5 non victim-based crimes per 1,000 population. There has been an increase in the victim-based crime rate of 5 percent and a decrease in the non victim-based crime rate of 4 percent since the 12 months to 31 March 2012.

Durham Constabulary has a comprehensive understanding of demand and recognises the significance of linking demand to the provision of an efficient and effective policing service. The appointment of a chief superintendent to lead the 'managing strategic demand' portfolio has ensured a continued focus on the factors influencing the immediate, medium and long-term predictions. Demand is considered in three broad areas: 'public demand', 'protective demand' and 'internal demand'.

The constabulary has, for a number of years, analysed the total number of calls made to the force by hour/day/weekend. This shows that demand has remained broadly static over the last three years, with both peak and quiet periods.

Although the number of calls for service has remained broadly static, Durham Constabulary's comprehensive research across the whole policing service has identified significant increases in demand related to safeguarding. To match resources to the greatest demand, the constabulary emphasises preventative measures. It is expanding initiatives such as 'Mutual Gain', in which it works alongside communities to help them find their own solutions to anti-social behaviour and crime problems. The constabulary has adopted 'Park and Walk', following academic evaluation of the benefits of a targeted approach to crime hot spots, based on the specific days and times when it is particularly helpful for officers to be visible. Restorative justice is championed by the chief constable and is seen as a means of addressing the causes of crime, working with partner agencies to support individuals who commit crime to fund complex lifestyles. Problem solving continues to be used as the principal way to drive down crime and anti-social behaviour. All staff have access to a database of problem-orientated policing plans that identifies areas of good practice across the constabulary.

Durham Constabulary recognises the importance of having a comprehensive understanding of demand that is less likely to be reported. Initiatives such as the Halo project present an opportunity for the force to meet diverse communities and offer support to victims of honour-based violence, forced marriage and female genital mutilation. The aims of the project are to reduce the impact of domestic abuse, particularly violence against women and girls, to reduce the impact of hate crime, and to improve engagement with local communities. Victims get specialist support in Hindi, Punjabi and Urdu and access to translation services for other languages. The project also provides support to the gypsy and traveller communities, who are also affected by honour-based violence.

HMIC is satisfied that Durham Constabulary has a comprehensive understanding of internal demand. The constabulary uses rigorous and well-established processes to continually challenge itself to understand unnecessary demands and inefficient activities. During the last 12 months, the constabulary has completed internal demand audits on policing roles such as: crime teams, response, neighbourhoods, safeguarding, cross command and each of the three basic command units. Each audit covered the following points:

- the budgeted posts in each team;
- the perceived and actual availability of staff hours per locality;
- the impact of shift patterns on staff availability;

- demand analysis with regard to time of day, day of week and location (via productivity sheets);
- the level of risk the organisation is willing to take against the potential impact on the quality of investigations and service to victims;
- quality assurance of processes while ensuring statutory compliance;
- transferred demands from other commands/ teams and strategic partners;
- possible technology fixes;
- required training and workplace learning; and
- best and transferable practice.

The audits have produced 35 recommendations that, if implemented, will reduce internal and external demand, reduce unnecessary bureaucracy and increase efficiency.

How well does the force understand potential future demand for its services?

Demands for police services are continually evolving. Forces need to anticipate and understand likely future changes so that their plans keep pace with the public's needs and expectations. Potential future demand includes new and emerging types of crime, such as cyber-crime, modern-day slavery and human trafficking. Also, it includes changes to the communities that forces serve, developments in technology and environmental events, such as flooding.

Durham Constabulary has taken considerable steps to understand future demand. It has completed a detailed assessment of the factors that will affect demand for policing services over the next 15 to 20 years. Home Office figures and the Cambridge Harm Index indicate that changes in the demographics of the constabulary area, such as an increasingly older population, will affect the types of service the constabulary will have to consider.

The constabulary has identified 20 percent growth in cases of domestic abuse over the last five years, with 15 percent in the last two years alone. The constabulary has also seen consistent growth in incidents relating to child safeguarding referrals and expects growth in incidents of children missing from home. It has used this information to understand the future structure and the capability and capacity of officers and staff necessary to continue to provide an effective service. The constabulary has planned accordingly and moved resources from neighbourhood policing into areas of safeguarding.

The constabulary has also begun a training programme to enhance the skills of 300 investigators to investigate cyber-crime.

HMIC is satisfied that Durham Constabulary has taken considerable steps to understand how the reduced budgets of its partners will have a significant impact on the future demand for policing. The constabulary has worked with Darlington County Council to assess the current demands on the council that the public might redirect to the police. The constabulary has identified that the local authority has specific resources for community-related matters such as anti-social behaviour, noise pollution and troubled families. The constabulary has analysed the data and assessed the potential growth in demand for the police to respond to such incidents. The constabulary intends to use this information to plan and to find ways to mitigate the potential growth in demand.

Durham Constabulary understands the importance of listening to public concerns. It uses a number of techniques to identify public expectations, including well-established Police and Community Together (PACT) meetings. The constabulary also uses a variety of public perception surveys, commissioned both by the constabulary and by the office of the police and crime commissioner, to gather and analyse information on what has had the greatest effect on the public.

In response, the constabulary's media team issues regular press releases and information which help shape public opinion. The constabulary also makes use of social media (i.e., Twitter) and holds regular online discussions between the public and constabulary executive members. The chief constable is visible and communicates through press releases in local papers. He has used these to remind the public about the financial position the constabulary is in and what it is doing to ensure that it continues to provide an effective service.

Summary of findings



Outstanding

HMIC has judged Durham Constabulary to be outstanding in how well it understands current demand for its services and is assessing and planning for likely future demand.

The constabulary has a comprehensive understanding of demand and recognises the significance of using that understanding to organise an efficient and effective policing service. It has used detailed research to make decisions on where to place appropriately trained staff, depending on the levels of threat, risk and harm. It emphasises preventative measures, such as restorative justice and problem solving, which are seen as the principal methods to drive down demand linked to crime and anti-social behaviour. The constabulary is making efforts to understand and respond

to demand that is less likely to be reported. The 'Halo project', which meets diverse communities and offers support to victims of honour-based violence, forced marriage and female genital mutilation, is one example of these efforts. Inefficient processes that create unnecessary internal demands are continually challenged and the constabulary has been able to show examples of this resulting in significant and minimal gains.

Durham Constabulary has taken considerable steps to understand future demand. It has a detailed understanding of the changes in the demographic make-up of the Durham area and has assessed the impact on crime types and identified the crimes that are likely to increase in the immediate future. The constabulary can demonstrate a good understanding of how reductions in the funding of their partners will affect demand for police services. They have worked closely with Darlington Council and the North East Ambulance Service to identify possible impacts and then work together to reduce them. The constabulary identifies public expectations through PACT meetings and uses a variety of public perception surveys extensively. Messages outlining the financial status of the constabulary are presented by a highly visible chief constable, including through the local media.

How well does the force use its resources to manage current demand?

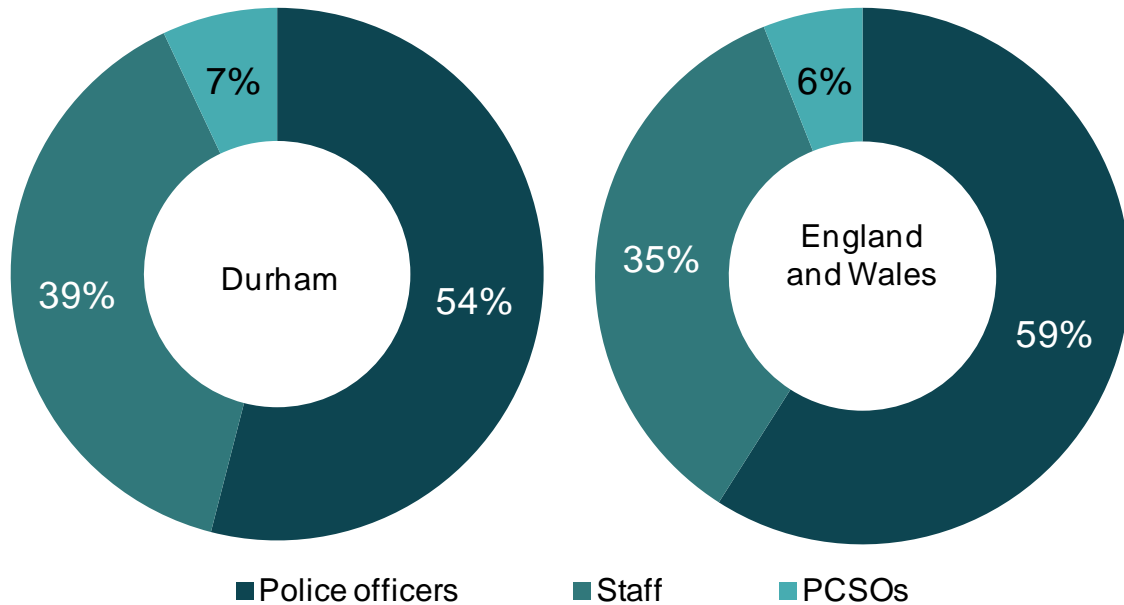
Police forces need to operate in a way that makes the best use of all available resources so that demand is met and public expectations are satisfied. We looked at the extent to which Durham Constabulary has the right people with the right skills in the right place to protect the public and to fight crime. Police resources have been reducing continually over recent years. It is increasingly important that resources are aligned to priorities to provide value-for-money services that tackle priorities, manage demand and meet financial requirements. This not only involves a force using its own workforce as efficiently as possible; it also involves the police working in new ways with others to ensure the best possible service to the public, and using all available resources to improve efficiency.

For a number of years, police forces have been focused on changing the way they operate and finding ways to save money in order to manage reducing budgets. It is important that these savings are sustainable and forces can demonstrate that they have achieved efficiencies while continuing to have the capacity and capability to meet demand.

How well does the force's current allocation of resources match demand, organisational and financial requirements?

Police forces need to consider many factors when deciding how to allocate their resources, including all elements of demand, local risks and priorities, and their national responsibilities. We look at how well Durham Constabulary assesses these factors in making decisions about the level of service to provide and how to use its resources to best effect.

Figure 3: Police officers, staff and police community support officers (PCSOs) as a proportion of total workforce in Durham Constabulary compared with England and Wales as at 31 March 2016



Source: Home Office Police workforce statistics

Note: figures may not add up to 100 percent due to rounding of numbers. For further information about the data in figure 3 please see annex A

As at 31 March 2016, police officers make up 54 percent of Durham Constabulary's workforce. This was lower than the England and Wales average of 59 percent. The proportion of staff in Durham Constabulary was 39 percent, higher than the England and Wales average of 35 percent. The proportion of police community support officers in Durham Constabulary was 7 percent, higher than the England and Wales average of 6 percent.

Figure 4: Planned changes in full-time equivalent workforce from 31 March 2010 to 31 March 2020 for Durham Constabulary compared with England and Wales

	March 2010	Change from 2010 to 2016		March 2016	Change from 2016 to 2020		March 2020
		Force	England and Wales		Force	England and Wales	
Officers	1,507	-26%	-14%	1,115	8%	-2%	1,200
Staff	920	-11%	-21%	817	3%	-5%	844
PCSOs	175	-14%	-35%	150	13%	-6%	170
Workforce total	2,602	-20%	-18%	2,083	6%	-3%	2,214

Source: HMIC Efficiency data collection

For further information about the data in figure 4 please see annex A

Managing demands for police services

Durham Constabulary can demonstrate that strategic decisions on prioritisation have a clear rationale, based on a comprehensive understanding of current and future demand, local priorities, national requirements and public expectations. Policing priorities are focused on threat, harm and risk, and resources are moved around the organisation to reflect those requirements. The strategic financial plan has been compiled in a way which reflects the constabulary's intentions and has been developed alongside the policing plan. It provides a basis for determining the level of resources which are likely to be available in the future, national and local priorities, and the future demands on the revenue budget. It also takes into account the effect of external factors such as the financial implications of partnership working and the amount of capital investment which is required to achieve corporate objectives.

The constabulary has worked closely with partner agencies, including local authorities and other blue light services, to understand fully the implications of budget reductions and how best to respond. Joint measures have been taken to reduce demand, such as having trained North East Ambulance Service (NEAS) staff working within the police control room.

The constabulary uses all this information to determine resourcing numbers, in line with the latest funding settlement and the medium-term financial plan. The strategic resourcing group meets on a six-weekly basis and is attended by representatives of the main departments from within the organisation that can influence critical and

timely decision making. The meeting is chaired by the assistant chief officer and decisions are made based on a change in priorities, a change in demand profiles and changes to funding levels.

Durham Constabulary has a comprehensive understanding of the costs of providing a quality service and has been able to review these and implement new ways of working at a reduced cost. The constabulary continually reviews its processes to ensure that it addresses unnecessary and inefficient ways of working. One example relates to how the constabulary deploys staff in response to calls from the public. The deployment of resources is based on the level of threat, harm and risk using the THRIVE model (threat, harm, risk, investigation, vulnerability, engagement) and all calls for service are assessed using THRIVE. Incidents have a police patrol deployed at the grade of response required. Calls for service that do not necessitate an immediate response are dealt with by way of the 'diary car' and 'diary car plus'. These have been introduced to reduce front-end demand while, at the same time, enhancing service provision to the public. In this system, appointments are made to suit the victim. Police officers, often those on restricted duties, either visit the informant's home or agree to meet the informant at a police station in order to take the report at a convenient time. The 'plus' part of the system enables office-based staff to record crime details over the telephone, freeing up the attending appointments car to concentrate on investigation and problem solving. This allows the diary cars to attend more appointments that require investigation, thus reducing the demand placed upon response officers. It is estimated that approximately 8,400 calls per year will be dealt with in this way. The diary car system, together with the constabulary's ability to resolve calls over the telephone, has enabled the constabulary to provide a high-quality service, satisfying the public's demands, while at the same time reducing costs.

The constabulary has made efficiency savings in a number of areas. One recent example is a saving of £50,000 in the firearms licensing unit. A review and streamlining of working practices resulted in an improved turnaround in processing shotgun certificate renewals. These are now completed in 24 instead of 49 days. The constabulary has also introduced a new IT system for foreign nationals, which is expected to save £12,000 per year in staff time. The system is more efficient and there is a realistic prospect that it will generate income through sales to other forces.

Increasing efficiency

Durham Constabulary has a highly developed understanding of the costs of services in relation to the quality and level of outcome. The constabulary has effective and well-established systems and processes to evaluate each element of the change programme and ensure continuous improvement. Reviews assess both how much the constabulary has done and how well it has done it. The review methodology consists of unannounced staff interviews conducted by subject-matter experts, analysis of productivity data provided by officers over a four-week period, and

analysis of team data, such as incident attendance, sickness absence, overtime, postings and hours worked. During the last 12 months, the audit team reviewed four departments: safeguarding, neighbourhoods, response and crime. A total of 35 recommendations were made, each of which has an 'owner' to drive through the improvements.

The constabulary has a background of investing in technology to enhance efficiency. The development of the constabulary's IT operating system began in 2012 and the final phase of implementation is expected to be completed in 2016. The introduction of the system presented the opportunity to create efficiencies by streamlining back-office functions and processes and to generate income through the collaboration agreement between Durham and Cumbria constabularies. Durham owns 80 percent of the intellectual property rights and Cumbria the remaining 20 percent. As a result, the constabulary has been able to develop a bespoke system that satisfies its requirements, with financial support from a neighbouring force. There may be further opportunities for income generation if other forces that have shown interest in the product go ahead with plans to purchase the system.

How well does the force improve the productivity of its workforce?

Finding ways to make police officers and staff more efficient when they are out in their communities and reducing time spent doing back-office functions is essential to ensuring that police officers remain visible, on the beat and engaged in activities to reduce and fight crime. Police forces spend around 80 percent of their budget on staffing, so it is vital that the workforce is as productive as possible. This means forces need to ensure that all their staff have the skills and capabilities to provide the required level of service. We assessed how well Durham Constabulary understands the skills its staff need, both now and in the future; where there are gaps in either capacity or capability, we looked at whether the steps it is taking are appropriate to ensure that its staff work as efficiently and effectively as possible. We looked in particular at whether the workforce has the right level of digital skills, both to make the most of current ICT systems and to investigate crime digitally.

Understanding current workforce capabilities and gaps

The constabulary has a good understanding of current workforce capabilities and gaps and predicts what they will be in the future. It has completed 246 role profiles for officers and 353 for police staff. The constabulary is now comparing the skills of each role holder to ensure that he or she has the correct skills to perform his or her specific role. A detailed training plan for the next 12-month period has been produced that contains details of all the courses available, the number of places available for each course and the method of training. Predictive profiling is used to address gaps that will emerge through impending retirements and voluntary severance, and this helps to identify which area of policing is prioritised. The

constabulary has recognised that cyber-crime is an emerging threat and has begun a training programme on which 300 investigators will develop enhanced cyber-investigative skills.

Tackling workforce gaps

Durham Constabulary has effective processes to identify supervision and workforce gaps, and fill them when they are identified. The strategic resource group meets on a six-weekly basis and is chaired by the assistant chief officer. The meeting is attended by senior members of departments who have the authority to take quick decisions. The group is responsible for succession planning, overseeing retirements and voluntary severance deals, and maintaining appropriate workforce levels. The constabulary consistently promotes more officers than it has vacancies for at a given rank, and maintains a select-list of officers who can be promoted into the next rank as soon as a position becomes available. This capability to move officers around based on gaps and areas of risk ensures that the constabulary is working to optimum capacity at any given time.

How well does the force work with others to improve how it manages demand for its services?

We assessed how well Durham Constabulary has explored all opportunities to work in collaboration with others to increase efficiency and provide better, more resilient services. This can include work with other police forces, local public sector organisations, the private sector and the voluntary sector. We looked at whether the constabulary has a clear rationale for the decisions it has taken about how it works with others, and whether it has a good understanding of how successful its joint working has been in helping it to meet demand for its services.

Durham Constabulary has a strong commitment to joint working. The constabulary is proactively seeking all possible opportunities to work collaboratively with other police forces and a range of public and private sector partners.² The constabulary makes collaborative agreements on the basis of maintaining service provision and offering increasing resilience while also saving money. The constabulary is already involved in a large number of collaborative agreements with police forces, partnership agencies, the private sector and other emergency service providers. Agreements cover operational services, operating systems, the vehicle fleet and the built estate. The constabulary is part of a longstanding arrangement with North Yorkshire and

² In this context collaborative working is defined as arrangements (contractual or otherwise) where resources are shared, working under a single line management or coming together to provide a service to/or on behalf of more than one organisation (e.g. joint HR, finance or fleet management, control room, major investigation team or firearms unit. Other examples would be joint arrangements with local agencies on early intervention or troubled families).

Cleveland Police, operating as 'Evolve'. The tri-force agreement has a joint governance board which meets on a regular basis to assess the progress of joint working and to explore further opportunities.

Every opportunity for a partnership or collaboration is reviewed and assessed to check its added value and costs. The constabulary keeps an up-to-date register of all areas in which it is working collaboratively and has a comprehensive understanding of why it is collaborating and what benefits it hopes to achieve.

Collaboration benefits

Durham Constabulary can demonstrate clearly how its partnering, collaboration or joint working is transforming outcomes, reducing costs and building resilience. The Tri-Service Responder collaboration between the Durham Constabulary, County Durham and Darlington Fire and Rescue Service and the North East Ambulance Service can demonstrate a reduction in the demand on their services and in running and estate costs. The principal objective for the agreement is to improve safety in communities by providing a flexible, competent and co-ordinated blue light response to emergencies. Durham Constabulary has also agreed to an emergency services hub situated in the Barnard Castle area. The agreement with the same emergency services will see a reduction in the running costs of the current Barnard Castle police office. The constabulary expects to benefit from a net capital gain from the sale of the estate, anticipated to be £200,000.

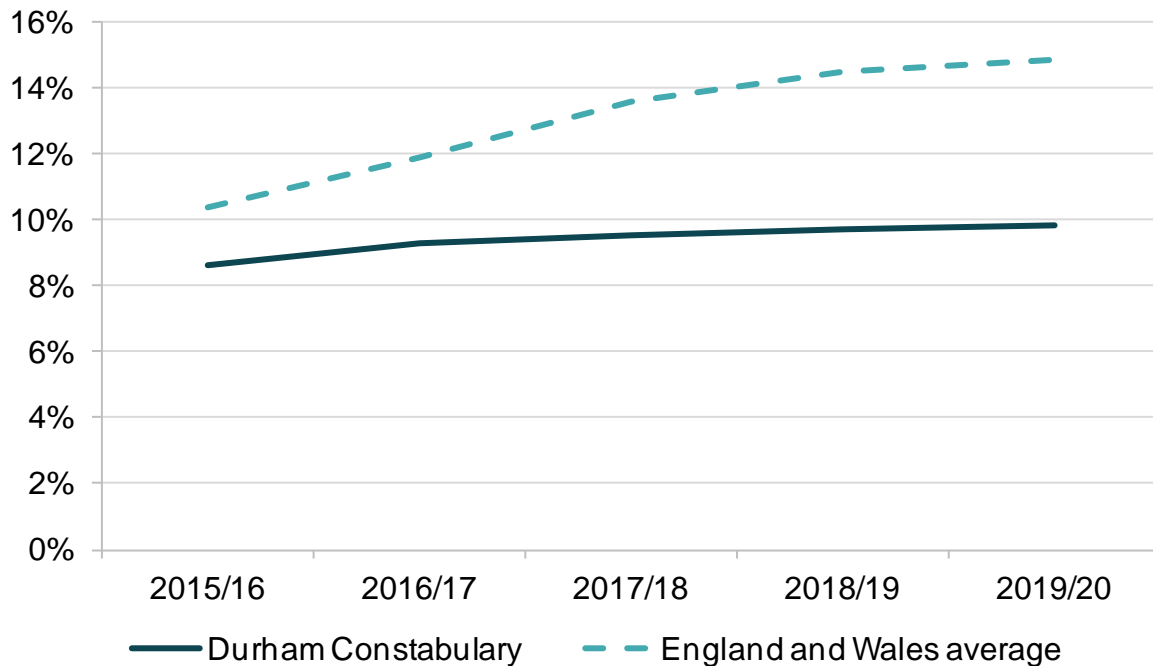
The 'Evolve' programme with North Yorkshire Police and Cleveland Police in relation to dog handlers and sharing services has realised savings of £300,000 per year. Extending the programme to share legal services and other back-office functions is being considered. There are also discussions on the inclusion of Northumbria Police, which could lead to further savings of around £40,000.

Durham Constabulary has good working arrangements with partner agencies to ensure that the demand that agencies place on each other is managed efficiently and that public demand is managed by the most appropriate agency. The constabulary is aware of the increased demands being placed on it because of changes to its partners' levels of resources. In County Durham and Darlington, the street wardens are now directly despatched from Durham Constabulary's control room, despite being council resources, to maximise efficiency. Non-statutory commitments such as anti-social behaviour teams and youth offending services are also likely to be reduced. The constabulary has agreed to work with Darlington Council on proposals to reduce the impact of these changes.

The constabulary is also working with the North East Ambulance Service to manage the increased demand from the reduction in paramedics. The constabulary is piloting an operating protocol with NEAS and the other two regional forces to manage demand effectively and efficiently. It can request dedicated NEAS resources to be in attendance in the control room at times of peak demand. The control room also has

links to mental health support, with the ability to deploy crisis team resources. The increased use and understanding of THRIVE has reduced the number of incidents being reported to the police late on a Friday, with calls now being diverted to the partner agency who should be dealing with the incident.

Figure 5: Projected percentage of net revenue expenditure in Durham Constabulary, compared with England and Wales, on collaboration with other forces in the 12 months to 31 March 2016 to the 12 months to 31 March 2020

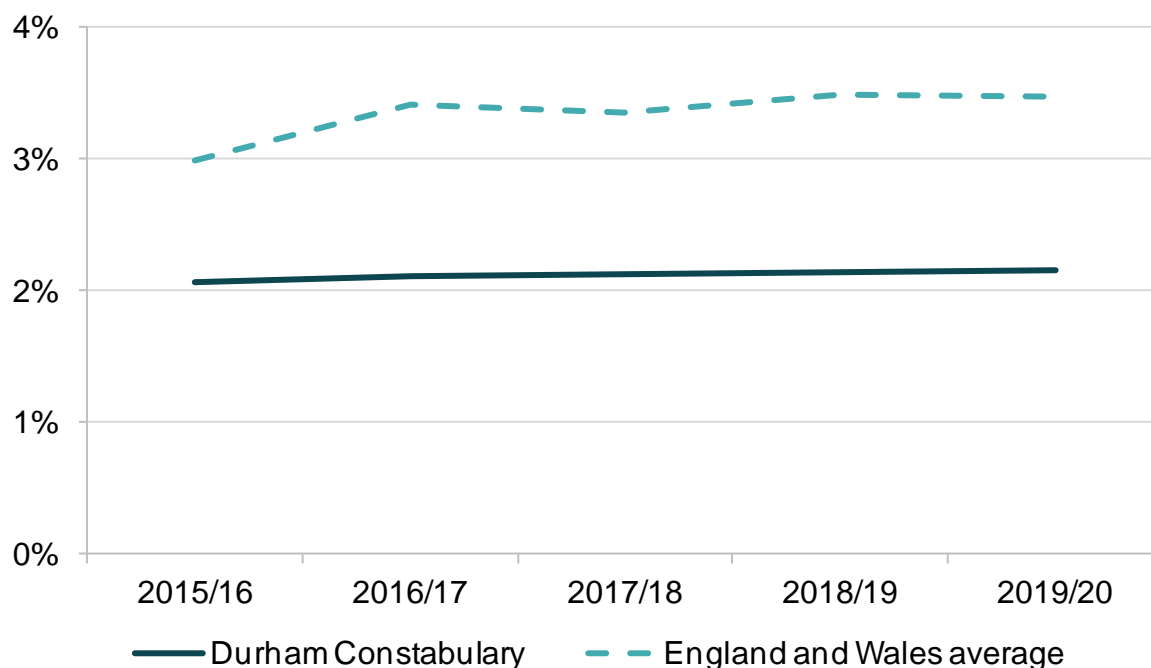


Source: HMIC Efficiency data collection

Note: some forces could not provide data for all years. These forces have been excluded from the England and Wales average in those years only. West Mercia Police and Warwickshire Police stated that all of their net revenue expenditure is spent in collaboration. To avoid distorting the distribution of forces, these have been removed from the England and Wales average for this figure. For further information about the data in figure 5 please see annex A

Durham Constabulary has forecast that it will spend £10.6m in 2016/17 on collaboration with other police forces. This is 9.3 percent of its net revenue expenditure (NRE), which is broadly in line with the England and Wales average of 11.9 percent. For 2019/20, the constabulary has forecast that it will spend £10.9m (9.8 percent of NRE) on collaboration with other police forces. This is broadly in line with the England and Wales average of 14.8 percent.

Figure 6: Projected percentage of net revenue expenditure in Durham Constabulary, compared with England and Wales, on collaboration with non-police organisations in the 12 months to 31 March 2016 to the 12 months to 31 March 2020



Source: HMIC Efficiency data collection

Note: some forces could not provide data for all years. These forces have been excluded from the England and Wales average in those years only. For further information about the data in figure 6 please see annex A

Durham Constabulary has forecast that it will spend £2.4m in 2016/17 on collaboration with non-police organisations. This is 2.1 percent of its net revenue expenditure (NRE), which is broadly in line with the England and Wales average of 3.4 percent. For 2019/20, the constabulary has forecast that it will spend £2.4m (2.2 percent of NRE) on collaboration with non-police organisations. This is broadly in line with the England and Wales average of 3.5 percent.

How well does the force understand how any changes made to improve efficiency have affected its ability to manage demand?

As resources reduce and demands on police services become ever more complex, it is increasingly important that forces understand fully the benefits that are realised from any investment and the impact of any new ways of working. This understanding enables them to learn from what works and to take swift action to mitigate any negative results.

Durham Constabulary demonstrates clearly the benefits and efficiencies realised from investment. The constabulary recently paid £7m to close the gap in the budget for police staff pensions. The money was taken from capital reserves, in recognition that it would result in savings of £850,000 per year. The constabulary has continued

to use voluntary severance as a means to offer the opportunity for staff to leave the organisation and free up the funds to recruit new staff. The initial cost to the constabulary was £2.2m with a projected net saving of £5.8m over the next seven years. This figure incorporates a one-for-one recruitment of officers coming into the constabulary.

The constabulary has a good understanding of the benefits realised from its investment in its new IT system. A new replacement management operating system has been introduced into the constabulary from 2012. The final stage in the introduction is due to be completed in December 2016. The benefits realised to date are as follows:

- cashable savings in excess of £1.5m from no longer needing to support or pay revenue costs on existing / legacy systems;
- future income generation from sale of the system;
- efficiencies derived from streamlined back-office functions and processes;
- joined up data with the ability to search across the whole system;
- improved data quality; and
- removal of the need to double-key information.

Durham has adequate processes in place to monitor actively the impact of organisational change. The constabulary uses the RAID (risks, assumptions, issues and decisions) document to monitor the performance of major projects. The results are presented at each constabulary leadership group.

An example is the system that was trialled to minimise the time taken to investigate police vehicle collisions: the constabulary purchased a number of vehicle 'black boxes'. The subsequent evaluation of the project looked at the cost of introducing the system across all of the constabulary's fleet and provided a balanced argument as to the pros and cons of the technology. The evaluation contained a number of options that were presented to the chief officer team to consider. The final recommendation was that the trial would end with no further uptake of the system. The recommendation was based on the benefits achieved, which were minimal compared to the cost of purchase and installation.

Summary of findings



Outstanding

HMIC assesses Durham Constabulary as being outstanding in the way that it uses its resources to manage current demand.

Durham Constabulary can demonstrate that its strategic decisions on prioritisation have a clear rationale, based on a comprehensive understanding of current and future demand, local priorities, national requirements and public expectations. It has worked closely with partner agencies, including local authorities and other blue light services, to understand fully the impact of budget reductions. The constabulary has a comprehensive understanding of the costs associated with providing a quality service and has been able to review continually and to implement new ways of working at a reduced cost. Strong governance processes enable the constabulary to identify gaps in capacity and capability at an early stage and move resources around the constabulary in a timely and effective manner.

The constabulary maximises the opportunities to work collaboratively with other police forces and a range of public and private sector partners and can demonstrate clearly how its joint working is transforming outcomes, reducing costs and/or building resilience. Investments in IT and in long-standing pension shortfalls will realise savings over the long term.

How well is the force planning for demand in the future?

HMIC examined how well forces are using their understanding of current and future demand on their services to develop more efficient ways of operating that balance ambition, realism, innovation and risk. Our assessment examined the extent to which Durham Constabulary's plans are credible and achievable while at the same time are creative and ambitious. This included how far it is aiming to improve efficiency through its workforce plans, collaboration plans, financial plans, ICT plans and approaches to risk.

How well does the force identify and prioritise areas to invest in for the future?

It is important that forces have good plans in place which take account of future demands for their services as well as the likely future funding available to them. They need to invest wisely for the future in order to ensure that they have the right capabilities to meet future demand. HMIC examined the constabulary's financial plans and workforce plans to assess how far it is set to meet future changes in demand and local priorities. We looked in particular at how well Durham Constabulary has considered its future ICT capabilities as well as any wider changes to the communities it serves.

Matching resources to demand, organisational priorities and financial requirements

Durham Constabulary has future plans that are well developed, ambitious and comprehensive. The plans are based on realistic assumptions from a set of comprehensive information about future demand and workforce capabilities.

The constabulary's future workforce plan outlines the measures it has taken to understand its financial status and ability to match resources to changing demand. The constabulary has recognised that, with careful planning, costly redundancies can be avoided or minimised if redeployment processes are taken into account during the workforce planning stage. Similarly, careful monitoring of overall staff numbers can reduce the need for temporary or agency staff and overtime payments. The constabulary uses the plan to:

- decide how many police officers and police staff are needed now and in the future;
- manage staff-related expenditure;
- ensure sufficient training/development is provided;

- assist in estates planning, for instance relating to office accommodation;
- manage sickness and absence levels;
- bring together service, HR and financial planning;
- assist in succession planning; and
- ensure that resources are directed to current priorities.

The plan seeks to take a holistic view of workforce planning across the whole constabulary, allowing a strategic as opposed to a departmental approach to be taken.

The constabulary plans to increase the number of budgeted full-time equivalent posts from 1,150 officers in 2016/17 to 1,200 officers by 2018/19, with this figure being maintained beyond this date. To balance this growth, the constabulary's future workforce plan outlines the provisions the constabulary would undertake to meet the worst case scenario of losing £10m from its budget. A reduction of this size could potentially be the result of planned changes to the police funding formula. The document outlines a detailed plan setting out the service areas where reductions would come from, and the risk posed by a reduction in police officer strength would be offset by a plan to increase the special constabulary.

The learning and development plan is aligned with the future workforce plan and outlines the necessity for the constabulary to understand its current skills base as well as identifying new skills requirements. The main outcomes for learning and development are as follows:

- The goals of training and development are clear.
- Officers and staff are involved in determining their training needs.
- Officers and staff are given the opportunity to reinforce what they learn by practising, through a practical and problem-based approach.
- Learning and knowledge are shared.
- The learning opportunity is shared.
- The learning and development plan is developed alongside the service plan for each command.

For each role within the constabulary, a role profile has been developed identifying the knowledge, skills, qualifications and experience required of it. Each individual is assessed against their role requirement; the training plan is developed and based on gap analysis. This is reviewed and results in a revised training plan.

Investing in ICT

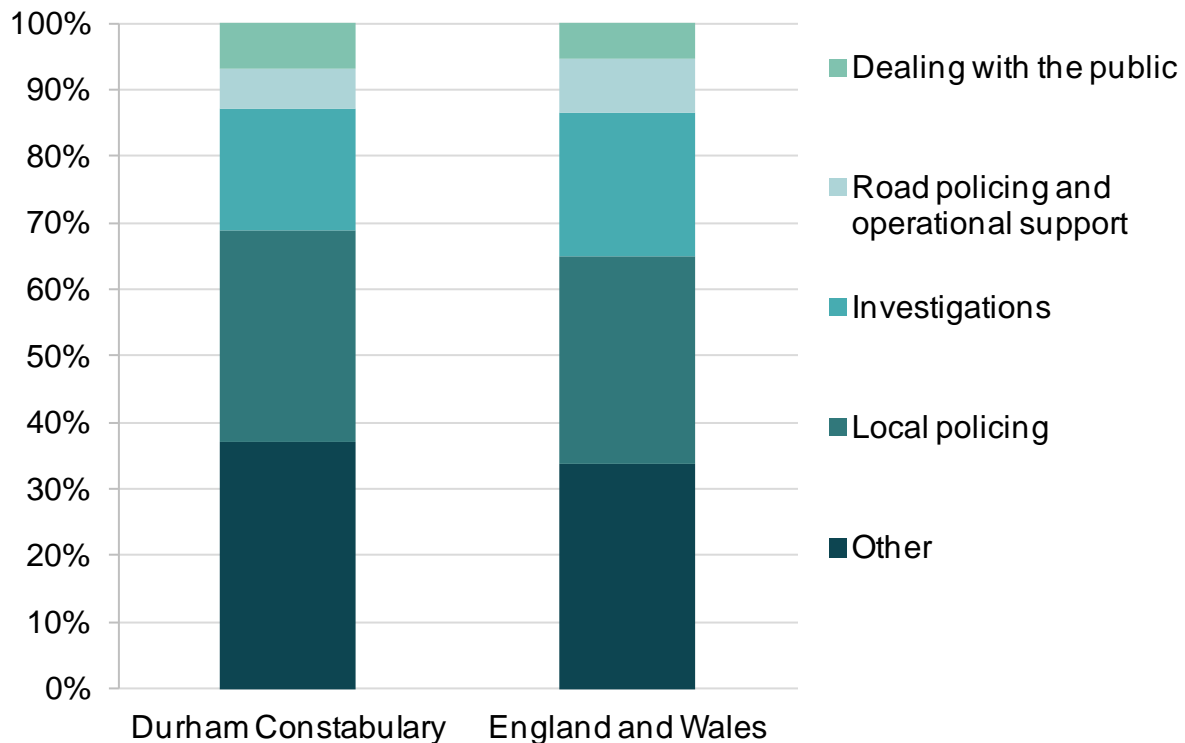
Durham Constabulary has thoroughly considered how its future workforce and ICT capabilities will integrate. The constabulary has an ambitious and comprehensive ICT strategy that is closely aligned with workforce and service plans and involves developing many IT solutions in-house. The investment in ICT will enable the constabulary to do things it is already doing more efficiently and improve the way it provides a service. The constabulary's ICT strategy 2015–19 provides information on how it will develop its IT capability to ensure that: it provides technology to enable effective, efficient policing, aid problem solving and reduce demand; it enables flexible, agile and collaborative working; systems and hardware are maintained, robust, secure and resilient; it is cost effective and provides value for money; and the constabulary has an ICT budget, clearly outlining the finances required to achieve the above strategic requirements.

The alignment of funds to support the ICT budget has been broken down into areas of operations such as business applications, national requirements, digital evidence and mobile devices. Benefits that will be realised from the investment will include reduced time taken to complete processes, greater visibility of officers to the public and enhanced levels of qualitative data available to staff.

How well does the force plan its investments?

A force's plans for investment and savings need to be credible, realistic and informed by a full understanding of the future challenges (both financial and operational) that it is likely to face. HMIC assessed the extent to which Durham Constabulary's future plans are prudent, robust and based on sound assumptions about future demands and costs, while at the same time being ambitious enough to meet public expectations, including identifying new ways of working and providing services in the future.

Figure 7: Estimated percentage of gross revenue expenditure allocated across different policing functions in Durham Constabulary compared with England and Wales in the 12 months to 31 March 2016



Source: HMIC Efficiency data collection

For further information about the data in figure 7 please see annex A

Durham Constabulary’s medium-term financial plan (MTFP) sets the budget until 2019/20. The constabulary’s medium-term financial and workforce plans are based on credible and sensible assumptions. Durham Constabulary has taken a prudent view of this and developed a MTFP based on central government funding reducing by 1.3 percent in future years. The MTFP ensures that the budgets are balanced for the next four financial years. These assumptions have been made available to, and agreed with, the office of the police and crime commissioner. The MTFP also includes a summary of potential high-level savings, expected funding and use of the reserves. The constabulary plans for the number of police officer posts to increase by 50, while numbers of police staff and police community support officers would remain constant until 2019/20 and this is reflected in the MTFP.

Planning for the future

Durham Constabulary has a comprehensive understanding of financial challenges and has developed prudent plans that take into account possible reductions in central funding. The constabulary has gone through a process of scenario and risk planning in relation to the medium-term budget. The constabulary understands that there is a significant risk to the budget through the revision of the police funding formula. It has risk-assessed this scenario and concluded that, if the revision were to happen, it would be probable that Durham Constabulary would be adversely

affected. The worst-case scenario would be a reduction in the budget of £10m per year in cash grant. As part of the scenario planning, the constabulary has developed mitigation plans to manage this possibility. The constabulary outlines a number of options available to mitigate a grant loss of this scale and also assesses the effect on the finances of the police and crime commissioner and chief constable. The options include an assessment of the ease of implementation and of the impact on service provision. The use of reserves accessible to the constabulary would provide a level of assurance in terms of support of the implementation of each saving option.

Durham Constabulary has a good understanding of the changing dynamics that will influence the type of policing service required for the future. The constabulary's command review led to the creation of the Strategic Demand and Harm Reduction Command to drive through the change process. The constabulary has developed its capability to address the rise in cyber-crime, using a Gloucestershire Police volunteer who had previously worked for GCHQ to shape and develop the constabulary's response and set up the Digital Intelligence and Investigations Unit. The unit will tackle cyber-crime using the serious and organised crime strategy processes of pursue, prevent, protect and prepare and will improve the service to victims who are specifically targeted.

Durham has a balanced budget and uses innovative techniques to maintain a motivated workforce for less money. The constabulary has enhanced its volunteer capacity and has recently recruited 23 new special constables. The constabulary has also recruited 25 modern apprentices and aims to increase this number to 50 in the near future. The apprentices perform roles such as back-office functions and estate management. The constabulary are working with local authorities and plan to recruit several apprentices from the 'looked after' system. The aim of the recruitment process is to establish a more diverse workforce, reflecting local communities. The size of the cyber-crime team has increased by one detective inspector and five investigators, while the safeguarding teams have increased by 13 officers. These areas were those recognised as being at the greatest risk.

The constabulary has a transformational vision for ICT and digital working. This includes the introduction of mobile devices and enhanced digital capability. The constabulary has considered how its future workforce and ICT capabilities will integrate. The comprehensive ICT strategy is aligned with the workforce and service plans. The vision of the digital programme is to connect officers and staff to each other and the public, and for them to work remotely within the community.

To what extent does the force fund its investments sustainably?

Police forces have made significant financial savings over recent years which has enabled them to reduce their costs and protect frontline policing. They continue to face financial challenges and it is vital to their ability to sustain effective policing that they continue to seek improved efficiencies and drive down costs so that they can not only balance their budgets but also invest in improving their capability in the future. Forces need to consider different ways of transforming the way they work in order to secure effective policing in the longer term. This may include plans to establish different joint working arrangements with other organisations or investing in ICT to improve operational efficiency.

Saving to invest for the future

Durham Constabulary has effective financial planning processes that consider medium-term funding shortages. The constabulary has considered a number of measures that could be adopted to mitigate the risk of higher shortfalls than planned. They include a number of options related to reducing officers and staff numbers. This is viewed as achievable, given the investment in technology which is designed to reduce demand such as electronic tagging, body-worn video cameras, mobile data, and constabulary IT systems. The constabulary is reviewing its collaborative agreements and considering the scope for further collaboration with Cleveland and North Yorkshire Police as part of the Evolve programme. The constabulary sees income generation opportunities through the provision of training for overseas forces and the private sector and the potential sale of the constabulary IT system.

The constabulary has assessed the reduction in central funding of 0.5 percent for this year and the assumption that this will be reflected in future year-on-year reductions. The constabulary is limited in its income generated through a rise in council tax as the majority of houses in County Durham and Darlington are assessed as being in Band A.

Durham Constabulary's reserves will not be used to balance the budget over the life of the MTFP. Reserves to the value of four to five percent of revenue, which equates to £4.56m and £5.69m respectively, are set at a level to accommodate any significant financial effect on capital or revenue expenditure in 2016/17.

Working together to improve future efficiency

Durham Constabulary works with a variety of partners to improve service provision and make sustainable financial investments. Durham is involved in many IT projects, such as the constabulary IT system and has interest from Cumbria Constabulary and Police Scotland. The scientific support department is in talks with Northumbria Police, following the successful integration of the fingerprint enhancement laboratory, about sharing Durham Constabulary's archive facility for exhibits. That would create

income of £37,000 per year. There are plans with the fire and rescue service to conduct joint training and share more buildings, such as Bowburn and Barnard Castle, both of which would save money and create new income streams. It is hoped that Evolve will lead to more collaborative working with forces, agencies and companies and that Evolve Dogs will collaborate with Cleveland Police and North Yorkshire Police to save approximately £300,000 per year.

Durham Constabulary is committed to providing effective mobile data to officers. Its commitment to ensuring that the product is fit for purpose has affected the timescales for providing the capability. The constabulary has invested in telephone downloading in custody hubs, which is much cheaper and quicker. It continues to assess new areas in which to improve and save money. Future areas include: a recruitment and citizen portal, video conferencing and an electronic documents record management system. In 2015/16, Durham generated £72,000 through training and has some new links with Bahrain which may prove to be lucrative. There is significant work with Darlington Council to understand its austerity plans and the effect they will have on the constabulary.

Summary of findings



Outstanding

Durham Constabulary has future plans that are well developed, ambitious and comprehensive. The plans are based on realistic assumptions from a set of comprehensive information about future demand and workforce capabilities.

Its future workforce plan outlines the measures the constabulary has taken to understand its financial status and its ability to match resources to changing demand. The constabulary's ambitious ICT strategy is closely aligned with its workforce and service plans. It is enabling the constabulary both to do things it is already doing more efficiently and improve the way it provides a service. The constabulary demonstrated comprehensive plans for its workforce in the short, medium and long term. The constabulary plans to increase its budgeted full-time equivalent posts from 1,150 officers in 2016/17 to 1,200 officers by 2018/19, with this figure being maintained beyond that date.

Durham Constabulary has a comprehensive understanding of financial challenges and has developed prudent plans that take into account possible reductions in central funding. The constabulary has gone through a process of scenario and risk planning in relation to the medium-term budget. The constabulary has considered a number of measures that could be adopted to mitigate the risk of higher shortfalls than planned. They include a number of options relating to reducing officers and staff

numbers. This is viewed as achievable, given the investment in technology, which is designed to reduce demand, together with the extension of collaboration with other forces, partner agencies, the private sector and other blue-light agencies.

Next steps

HMIC will assess progress on any recommendations and areas for improvement identified within its reports in a number of ways. We may re-visit those forces where we have identified a serious cause of concern, go back to assess as part of our annual PEEL inspection programme or receive updates through regular conversations with forces.

HMIC highlights recurring themes emerging from our PEEL inspections of police forces within our national reports on police effectiveness, efficiency, legitimacy, and also leadership. These reports identify those issues that are reflected across the country and may contain additional recommendations directed at national policing organisations, including the Home Office, where we believe improvements need to be made at a national level.

Annex A – About the data

The source of the data is presented with each figure in the report, and is set out in more detail in this annex. The source of Force in numbers data is also set out below.

Methodology

Please note the following for the methodology applied to the data.

Comparisons with England and Wales average figures

For some data sets, the report states whether the force's value is 'lower' than, 'higher' than or 'broadly in line with' the England and Wales average. This is calculated by using the difference from the mean average, as a proportion, for all forces. After standardising this distribution, forces that are more than 0.675 standard deviations from the mean average are determined to be above or below the average, with all other forces being broadly in line.

In practice this means that approximately a quarter of forces are lower, a quarter are higher, and the remaining half are in line with the England and Wales average for each measure. For this reason, the distance from the average required to make a force's value above or below the average is different for each measure so may not appear to be consistent.

Statistical significance

When commenting on statistical differences, a significance level of 5 percent is used.

For some forces, numbers described in the text may be identical to the England and Wales average due to decimal place rounding, but the bars in the chart will appear different as they use the full unrounded value.

Population

For all uses of population as a denominator, unless otherwise noted, we use the Office for National Statistics (ONS) mid-2015 population estimates.

Force in numbers

Forecast change in expenditure

These data show estimated gross revenue expenditure (GRE) for the force in 2016/17 and 2019/20, calculated using total GRE pay and total GRE non-pay budgets provided to HMIC by individual forces at the time of data collection (April 2016), excluding expenditure on the office of police and crime commissioner.

Forecast savings

These data show planned savings (including use of reserves to bridge an in-year funding gap) in future years, calculated using the planned savings for pay and non-pay budgets provided to HMIC at the time of the data collection (April 2016). Some forces only provided figures for savings that they had formally signed off at that point, while others provided estimates for the whole period. Therefore a force with only a small savings requirement is not necessarily faced with only a small savings challenge for the future.

Workforce figures (based on full-time equivalents) for 31 March 2016 and 31 March 2020

These data are obtained from the Home Office annual data return 502. The data are available from the Home Office's published Police workforce England and Wales statistics (available from www.gov.uk/government/collections/police-workforce-england-and-wales), or the Home Office police workforce open data tables (available from www.gov.uk/government/statistics/police-workforce-open-data-tables). Figures may have been updated since the publication. Workforce includes section 38 designated officers (investigation, detention and escort), but does not include section 39 staff.

Projections for March 2020 are budget-based projections and therefore are likely to take into account a vacancy rate depending on a force's planning strategy. In some instances therefore an increase in budgeted posts may not actually indicate the force is planning to increase its workforce. In other cases, forces may be planning to reduce their workforce but have a current high vacancy rate which masks this change.

Workforce costs per head of population are obtained from calculations in HMIC Value for Money Profiles 2015, which use the ONS mid-2014 population estimates. The England and Wales averages will differ slightly from the Value for Money Profiles because we have included City of London Police and the Metropolitan Police Service.

Figures throughout the report

Figure 1: Volume of 999 calls from the 12 months to 31 March 2012 to 12 months to 31 March 2016

These data are obtained from the Home Office annual data return 441.

Figure 2: Police recorded crime in 12 months to 31 March 2015 to 12 months to 31 March 2016

These data are obtained from Home Office Police recorded crime and outcomes data tables (available from www.gov.uk/government/statistics/police-recorded-crime-open-data-tables). Total police recorded crime includes all crime (excluding fraud

offences) recorded by police forces in England and Wales. Home Office publications on the overall volumes and rates of recorded crime include British Transport Police, which is outside the scope of this HMIC inspection. Therefore England and Wales averages in this report will differ slightly from those published by the Home Office.

Figure 3: Percentage of officers, staff and PCSOs in force workforce on 31 March 2016 compared to England and Wales

Data as at 31 March 2016 are obtained from the Home Office annual data return (as set out in the Force in numbers section) which is an 'actual' full-time equivalents (FTE). The percentages used in figure 3 are derived from the total FTEs within forces, and therefore may differ slightly from the exact figures quoted within the report.

Figure 4: Planned changes in workforce FTE from 31 March 2010 to 31 March 2020 for the force compared to England and Wales

The figures in figure 4 are rounded to the nearest whole person, full-time equivalents (FTEs), and therefore may differ slightly from the exact figures quoted within the report. Police staff includes section 38 designated officers (investigation, detention and escort).

Data as at 31 March 2010 and 31 March 2016 are obtained from Home Office annual data return (as set out in the Force in numbers section) which is an 'actual' FTE. These data include officers on career breaks and other types of long-term absence, and those seconded to forces. Projections for March 2020 are budget-based projections and therefore are likely to take into account a vacancy rate depending on a force's planning strategy, but may not include a projection for absences. In some instances therefore an increase in budgeted posts may not actually indicate the force is planning to increase its workforce. In other cases, forces may be planning to reduce their workforce but have a current high vacancy rate which masks this change.

Due to the complex and continually evolving picture of workforce collaboration between neighbouring forces, not all changes in workforce figures reflect the workforce that is available to forces. Involvement in strategic alliances and/or regional organised crime units would be an example of where changes over time are likely to be skewed. Therefore sharp increases or decreases over time need to be considered with caution as they may simply represent accounting changes related to how staff are allocated to forces, not real changes in staffing levels.

At the time of the inspection, the future financial climate was uncertain. Several forces did not have confirmed plans for workforce projections. It is important to note that figures provided are in many instances unconfirmed estimates provided to assist HMIC in our inspection programme and should not be seen as a concrete plan for the future workforce landscape of policing.

Figure 5: Projected net revenue expenditure on collaboration with other police forces for the 12 months to 31 March 2016 to the 12 months to 31 March 2020

These data were provided to HMIC by individual forces at the time of data collection (April 2016), prior to inspection.

These data cover the level of expenditure by forces on collaboration-related activity. Collaboration can include a variety of different types of activity, some of which may not incur specific expenditure, but may still generate benefits such as savings or improved services the public. Therefore these data should be seen as only one aspect of potential collaboration activity.

West Mercia Police and Warwickshire Police have a highly-developed integrated relationship and have stated that all of their net revenue expenditure is through collaboration. To avoid distorting the distribution of forces around the average, West Mercia Police and Warwickshire Police have been removed from the England and Wales average for this figure.

Figure 6: Projected net revenue expenditure on collaboration with non-police organisations for the 12 months to 31 March 2016 to the 12 months to 31 March 2020

These data were provided to HMIC by individual forces at the time of data collection (April 2016), prior to inspection. As suggested above, these data should be seen as only one aspect of potential collaboration activity.

Figure 7: The percentage of gross revenue expenditure allocated to different policing functions in the 12 months to March 2016

These data were provided to HMIC by individual forces at the time of data collection (April 2016), prior to inspection. These data define policing functions using the Policing Objective Analysis categories which we have grouped. The grouping is illustrated in the table below.

Figure 7 policing functions	POA categories
Local policing	Local policing
Investigations	Specialist Investigations Investigative Support Public Protection
Road policing and operational support	Roads Policing Operations Support
Dealing with the public	Dealing with the Public
Other	Intelligence Criminal Justice Arrangements Support Functions National policing Office of PCC Central Costs