



Promoting improvements  
in policing to make  
everyone safer

# PEEL: Police efficiency 2016

An inspection of North Wales Police



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## 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.

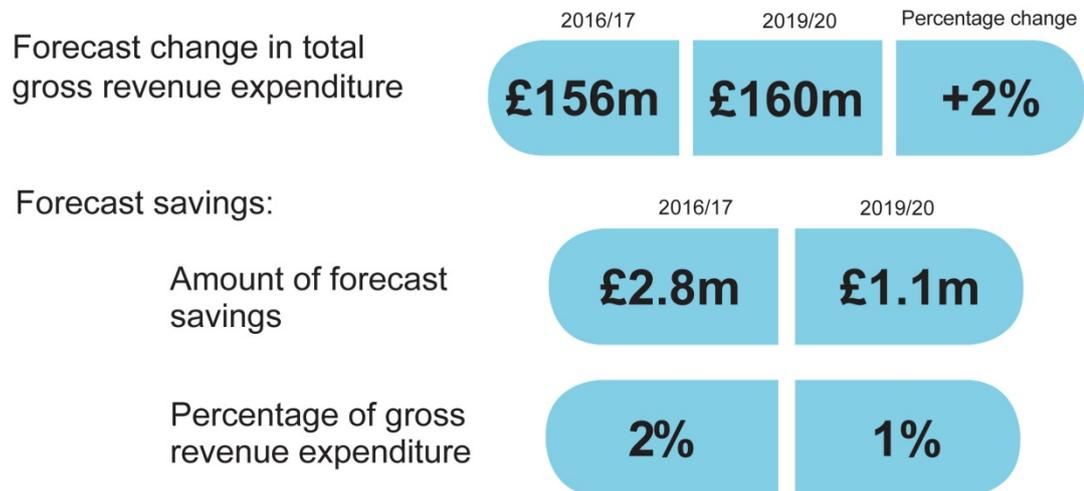
HMIC's efficiency inspection assessed all of these areas during 2016. More information on how we inspect and grade forces as part of this wide-ranging inspection is available on the HMIC website ([www.justiceinspectorates.gov.uk/hmic/peel-assessments/how-we-inspect/](http://www.justiceinspectorates.gov.uk/hmic/peel-assessments/how-we-inspect/)).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

Reports on North Wales Police's legitimacy and leadership inspections will be available on the HMIC website ([www.justiceinspectorates.gov.uk/hmic/peel-assessments/peel-2016](http://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



### Workforce





## Calls for assistance

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

North Wales Police

**109**

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

**52**

2015/16

**56**

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

North Wales Police

**+6%**

England and Wales force average

**+9%**



## Victim satisfaction

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

North Wales Police

**85%**

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 judgment<sup>1</sup>



Good

North Wales Police has been assessed as good in respect of the efficiency with which it keeps people safe and reduces crime. It recognises the importance of having a better understanding of current demand for its services so that its resources can be used efficiently to prioritise and respond to demand. The force has identified the need to focus on new emerging areas of demand and has been successful in addressing gaps in its workforce for most grades and specialist roles. The force has a positive track record of achieving savings for the future, and its plans are built on sound assumptions.

### Overall summary

North Wales Police continues to recognise the importance of having a better understanding of current demand to make sure that resources can be used efficiently to prioritise and respond to demand. The force is good at identifying future demand for its services and the effect of reduced resources in the organisations it works alongside, and how this might change public expectations. The force has been successful in addressing gaps in its workforce in specialist areas of work, such as criminal investigations and protecting vulnerable people. It has also recognised the need for closer co-operation with other blue light organisations to lessen the effect of reduced resources. North Wales Police is good at using its resources to manage current demand and has recognised the need to focus on emerging areas of demand. It is also reducing costs through workforce modernisation. However, the force does not have a detailed analysis of the benefits of information and communication technology (ICT), to help it to develop its understanding of how technology can be used better to support its response to both current and future demand across all areas of work.

North Wales Police works with others to improve how it manages demand for its services, but it does not yet have a complete understanding of the effectiveness of its current or planned investment. The force has good organisational governance in respect of managing projects and is good at planning for demand in the future. The force matches projected workforce numbers and planned use of resources to

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<sup>1</sup> HMIC judgments are: outstanding, good, requires improvement and inadequate.

demand, organisational priorities and financial requirements. The force has introduced new technology in its control room and it has plans to provide operational officers with mobile data technology. The force is beginning to focus on mobile data provision, and needs to ensure that these more flexible and adaptable working practices produce benefits before the end of 2017. North Wales Police has a positive track record of achieving savings for the future, and its plans are built on sound assumptions. The force is also seeking to improve efficiency and cut costs to help it to balance its budget and has sustainable plans to use its reserves in the future. It is working with other organisations, using mixed workforce teams that may be answerable to managers outside the force, to improve efficiency.

### **Recommendation**

North Wales Police is a good force. HMIC has not identified any causes of concern and therefore has made no specific recommendations.

#### **Area for improvement**

- North Wales Police should continue to audit its workforce's capabilities and then demonstrate that it has made use of this work to identify any gaps in skills and put plans in place to address them. This will enable the force to be confident in its ability to meet current and likely future demand efficiently.

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

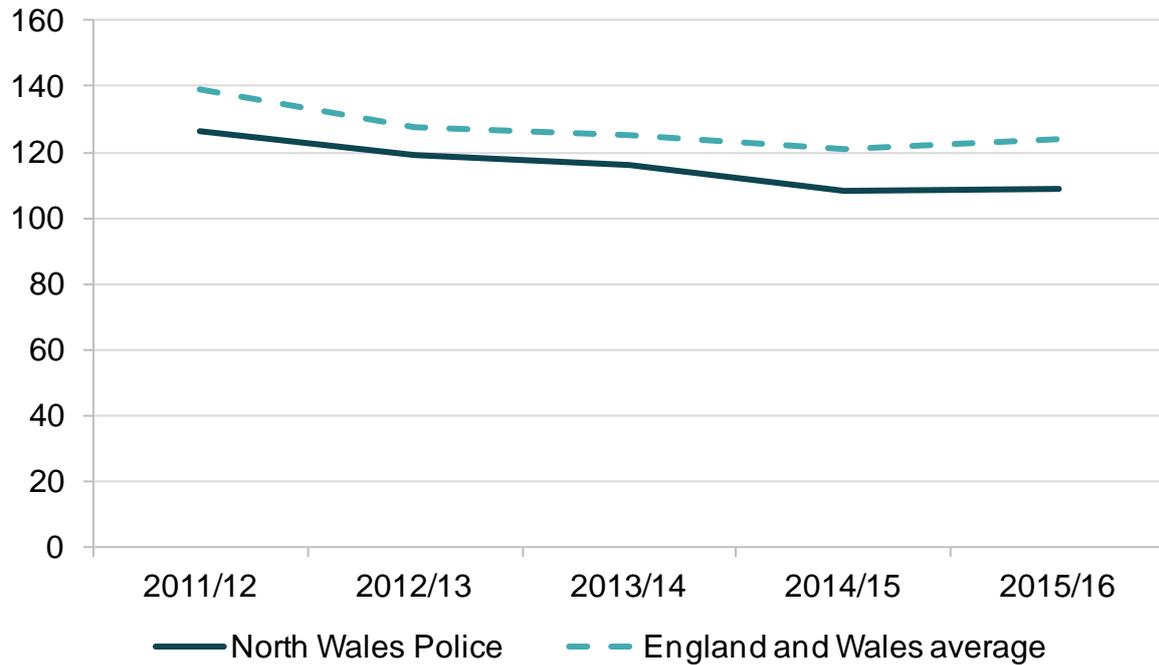
A good understanding of the demand for police services is vital in ensuring that forces have the right resources in the right place to provide the right level of policing now and in the future. This means not just an understanding of reported incidents but also how well a force proactively looks for 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 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 have contact 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 North Wales Police compared with England and Wales in the 12 months to 31 March 2012 to the 12 months to 31 March 2016**

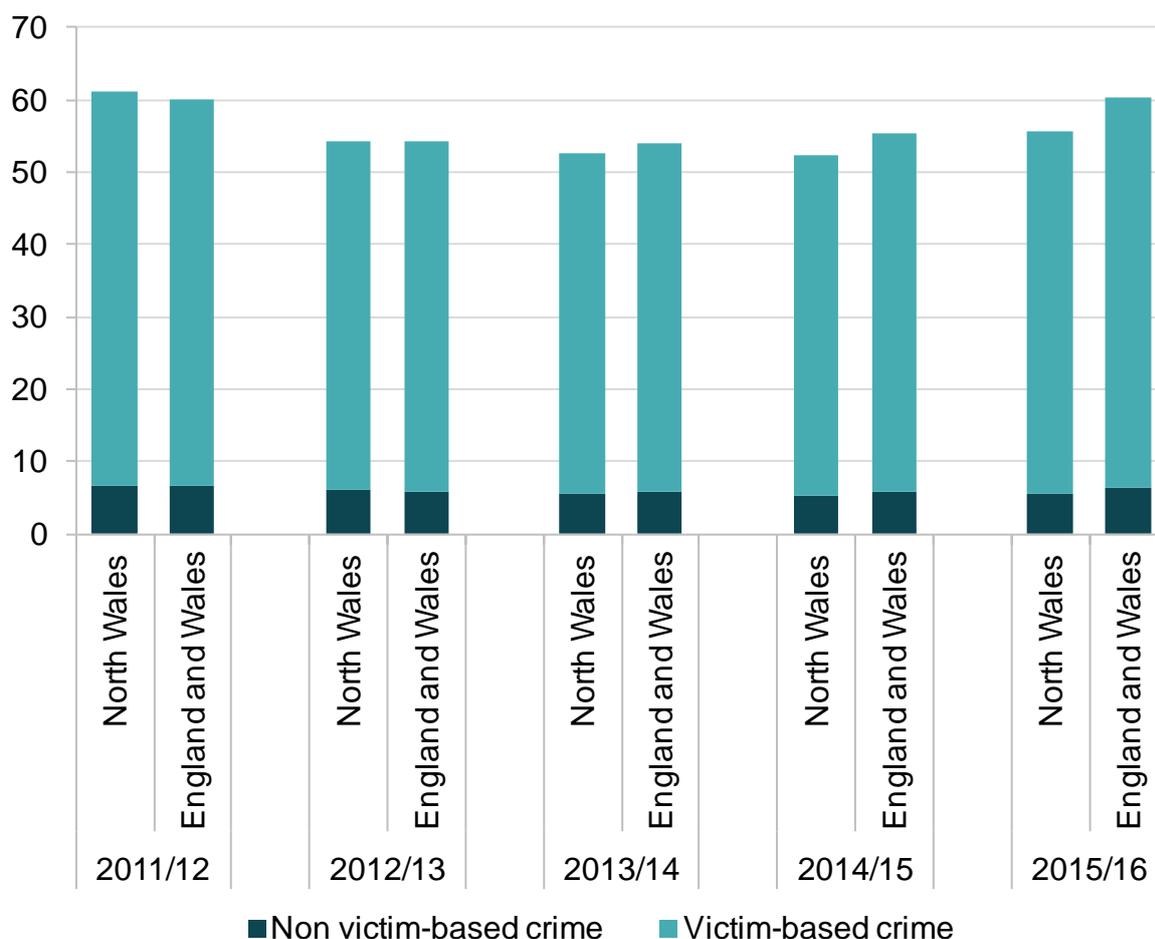


**Source: Home Office Annual Data Requirement**

**For further information about the data in figure 1 please see annex A**

North Wales Police received 109 '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 force received 126 '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 North Wales Police 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, North Wales Police recorded 50.2 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, North Wales Police 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 a decrease in the victim-based crime rate of 8 percent and a decrease in the non victim-based crime rate of 19 percent since the 12 months to 31 March 2012.

North Wales Police uses a range of techniques and methods to understand the current demand for its services. It recognises the importance of analysing, understanding and prioritising the demand for its services. In the latter part of 2015, the force carried out a comprehensive efficiency review. This identified 43 new workstreams to improve efficiency and recommended additional investment in new models and operating systems to help it to understand demand better. For example, as part of the review, the force undertook a comprehensive review and analysis of a 'day in the life' of North Wales Police, using an activity-based sampling exercise.

This work builds on the extensive data analysis and predictive analysis undertaken in the last two years, based on case studies from outside the force and local priorities. The force has introduced predictive products and a variety of new approaches to operational demands, such as a unit to manage deployment better from within the force control room. This work has been driven by the local policing predictive analysis working group. The analysis has allowed greater understanding of both traditional and hidden demand, for example around geographic and seasonal factors, repeat victimisation, mental health, troubled families and child sexual exploitation. The newly formed transformation and corporate improvement board, chaired by the deputy chief constable, will monitor the 43 new workstreams. Its inaugural meeting was in July 2016, so it is too early to comment on the board's effectiveness.

The force recognises that it needs to invest more time in working with hard-to-reach communities in order to understand hidden demand. The force sees this as particularly important where child sexual exploitation and domestic violence are involved. For example, North Wales Police's work with the regional safeguarding board led to a theatre production in six secondary schools across the force area to raise pupils' awareness of child sexual exploitation. Local neighbourhood policing teams supported a poster campaign for parents and carers that accompanied the production. As a result, the regional safeguarding board is effectively communicating messages to these hard-to-reach communities about how they can be helped.

## **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.

North Wales Police is good at identifying future demand for its services, the effect of reduced resources for the other organisations with which it works and how this might change public expectations. At a strategic level, the force assesses potential future demand through its annual strategic assessment. Working with other agencies and organisations, this gives it a better understanding of likely areas of future growth and the impact of reduced resources for its partners. At a local level, the force assesses each day what safeguarding activity is required to protect vulnerable people. North Wales Police applies the management of risk in law enforcement (MoRiLE)<sup>2</sup>

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<sup>2</sup> Management of risk in law enforcement – MoRiLE – is a strategic and structured risk assessment process. The approach measures a range of elements to define the harms and risks and then measures these against the organisation's capacity and capability to respond.

methodology to link identified threats, harm and risk with its capacity and capability to respond. This process led to the identification of child exploitation and cyber-crime as priorities for the force. As a result, the force increased the size of the rape investigation team, the paedophile online investigation team and the sexual and violent offender unit. It has also increased the number of child protection liaison officers and has appointed missing persons co-ordinators to meet these emerging demands. The force is also working collaboratively with other organisations to understand new demand. For example, it is working with the local authority on the implications of the construction of the Wylfa Newydd nuclear power station, which will create a large temporary workforce in a remote area of North Wales. The building of a new prison near Wrexham has also been identified as having potential to create additional demand around reducing the likelihood of reoffending.

North Wales Police recognises that it needs to work more closely with other blue light organisations to lessen the effect of reduced resources. For example, it is extending training on the THRIVE<sup>3</sup> principles to the other emergency services, in order to identify vulnerable victims more effectively at the earliest possible opportunity. It is also working to include staff from the Welsh Ambulance Service in its own control centre, alongside the existing police and fire and rescue personnel. The force has established a mental health triage system and a tri-service project involving the police, fire service and ambulance service working together to see how they might collectively reduce demand.

The force involves its independent advisory group in exploring the potential impact of reduced partner resources, and public expectations, in its understanding of likely future demand for its services. For example, it sought advice from the group before deciding to reduce its commitment to attend all cases of shoplifting. This decision was taken only after consulting local retail operators, to understand the impact of the reduced service provision.

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<sup>3</sup> THRIVE stands for threat, harm, risk, investigation, vulnerability and engagement, principles which are used to identify and assess vulnerability.

## Summary of findings



**Good**

North Wales Police is good at understanding current and likely future demand for its services. The force continues to recognise the importance of having a better understanding of current demand in order to ensure that resources can be used efficiently to prioritise and respond to demand. It has invested significant time and effort in developing this understanding by undertaking a comprehensive review of all of its business areas and has been able to identify further efficiencies. North Wales Police is good at identifying future demand for its services, the effect that reduced resources in other organisations may have on its operations and how this might change public expectations. It has recognised the need to work more closely with other blue light organisations to lessen the effect of reduced resources. This means that North Wales Police is well placed to react efficiently to changes in demand for its services.

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

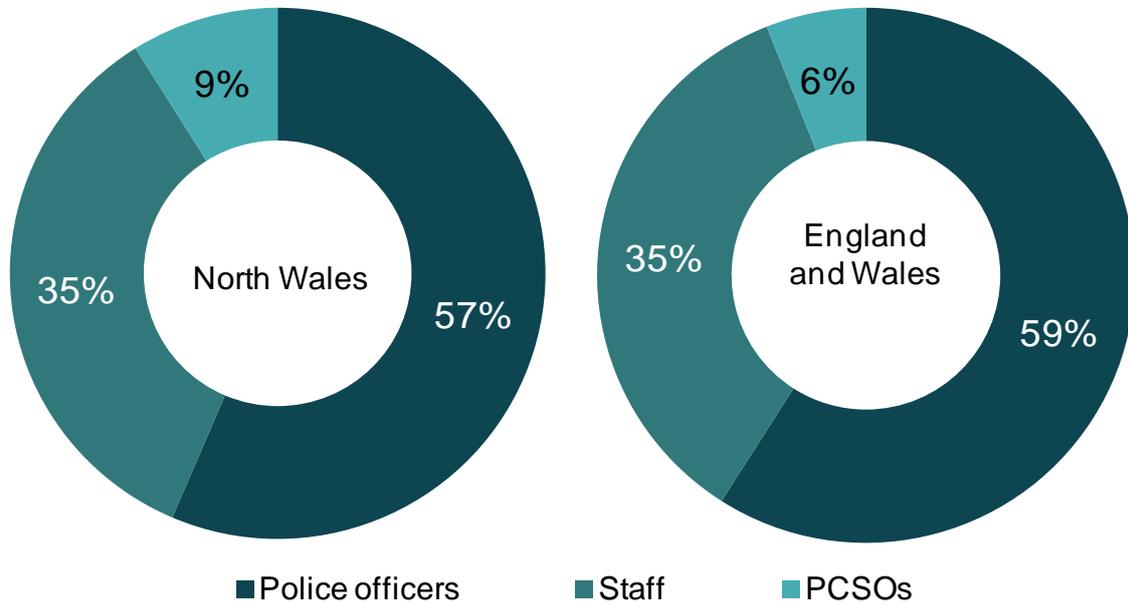
Police forces need to operate in a way that makes the best use of all available resources so that demand is met and public expectations are satisfied. We looked at the extent to which North Wales Police has the right people with the right skills in the right place to protect the public and to fight crime. 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 North Wales Police 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 North Wales Police 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 57 percent of North Wales Police's workforce. This was broadly in line with the England and Wales average of 59 percent. The proportion of staff in North Wales Police was 35 percent, in line with the England and Wales average of 35 percent. The proportion of PCSOs in North Wales Police was 9 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 North Wales Police 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	1,590	-8%	-14%	1,458	-1%	-2%	1,444
Staff	921	-3%	-21%	897	-2%	-5%	880
PCSOs	157	40%	-35%	220	-9%	-6%	201
<b>Workforce total</b>	<b>2,667</b>	<b>-3%</b>	<b>-18%</b>	<b>2,574</b>	<b>-2%</b>	<b>-3%</b>	<b>2,525</b>

Source: HMIC Efficiency data collection

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

North Wales Police prioritises resources to meet current and growing demand. Through its strategic assessment, the force identified the need to invest in new areas of demand, such as cyber-crime and protecting vulnerable people. It reinvested £1.1m in 2015 in increasing its capability to deal with serious sexual and violent offences, child protection and online sexual abuse. It also allocates resources to demand based on an understanding of local issues and concerns, both at a neighbourhood level and through appropriate governance. It has continued to make savings and reinvest in order to realign services to match changes in demand.

North Wales Police is in the process of developing a comprehensive understanding of costs, service levels and the outcomes achieved through its comprehensive efficiency review, which is to be completed at the end of 2016. For this review, the force used an external company specialising in lean systems thinking<sup>4</sup> to assess current resources and to ensure that future resourcing decisions are evidence-based. The work produced an ‘as is’ resources picture for local policing and protecting vulnerable people. This work was to be completed by the end of July 2016, after which North Wales Police should have a comprehensive understanding of costs, productivity and outputs across these areas of the organisation.

The review made 43 recommendations or proposals for workstreams in order to improve the service that the force provides. For example, the review of the joint communication centre led to savings of over £800,000 through reduced costs and workforce modernisation. This included introducing web chat, social media and

<sup>4</sup> Lean is a process that seeks to create more value for customers with fewer resources through continuous improvement and understanding its customers.

proportionate investigations within the joint communication centre. Quality of service data show that customer satisfaction levels within the joint communication centre have been maintained. The lean systems technique identified seven other areas of police activity that could be remodelled along similar lines, including child protection, CID, domestic abuse and patrol.

The force's financial savings planning board also considered another 50 separate workstreams, which were identified from a combination of internal reviews already undertaken and HMIC's Value for Money Profiles. From this, the force has made savings in areas such as estates, vehicle and transport, scientific support and overtime. This approach has allowed North Wales Police to reinvest in areas of growing and high demand, including, for example, an additional 19 officers and five staff who are now working in the protecting vulnerable people unit.

### **Increasing efficiency**

North Wales Police will not have an understanding of all the costs of its services until the work of the efficiency review is complete by the end of 2016. It cannot currently assess the quality or service level provided in comparison with the value added to victims and communities. However, we found that the force has better governance and oversight of the cost of change since our 2015 inspection and that the force involved the right people with the right skills in the change programme. The force has improved its understanding of interdependencies between projects; for example, the force recognised the impact of a recent sickness absence in the IT department on all projects and took action to mitigate this risk.

Only recently has the force identified the benefits of using mobile technology, and it is in the early stages of testing new mobile tablet devices. Benefits realisation for the force's mobile data project is not sophisticated and there is little evidence to support the projection that mobile tablets will save an additional ten minutes per officer per shift. Until the force undertakes a more scientific analysis of the benefits of using new technology, it will be limited in its ability to understand where increased efficiency is likely to occur.

The force has recognised the need to invest in ICT to improve service efficiency. For example, it has collaborated closely with Merseyside Police to understand better the benefits of using body-worn video cameras. Digital evidence is a focus of criminal justice improvement nationally and the force is working to bring together various forms of electronic evidence, including CCTV and body-worn video footage. North Wales Police is also collaborating with Cheshire and Merseyside police forces to bring criminal justice, intelligence, custody, forensics, property and records management onto a single shared IT platform in order to reduce costs.

## **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 North Wales Police 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**

North Wales Police has a limited understanding of its workforce's current skills and capabilities. The resource management board is progressing this work. Until it is analysed and acted on, the force has only a partial understanding of the capabilities and gaps in its workforce across all grades and roles. In addition, the force's records of staff skills, abilities and qualifications may not be accurate and an improved system is now being developed. The force has identified gaps in detective resilience, early intervention, child sexual exploitation, how it deals with vulnerable victims, and workforce skills. The force's equality impact assessments also identified a potential shortfall in female applicants. The force has gaps in its ICT systems and capability. Its workforce have force-issued Blackberry devices, but this technology is old and unreliable. They value the telephone, email and text functions and are keen to have new mobile data devices that will allow them greater operational flexibility. The roll-out of up-to-date mobile operating system technology is planned to address this issue.

### **Tackling workforce gaps**

North Wales Police is addressing gaps in skills and ranks for most grades and has plans in place for succession in specialist areas of the business. As an organisation, the force has had success in filling gaps quickly and in succession planning. It has introduced detective career pathways, vulnerability training, and THRIVE principles to address specific skills gaps around vulnerability. These were areas for improvement in HMIC's 2015 efficiency inspection. In accordance with the findings in its strategic assessment, the force has made a significant investment in specialist teams, including the paedophile online investigation team, the cyber-crime team, the child sexual exploitation team and the high-tech crime unit, for which external support has been obtained. However, frontline officers felt that, while the force is

good at resourcing these specialist teams using people who previously worked in response and neighbourhood roles, it is less efficient at filling any gaps that this then creates. This is leading to some tension between frontline officers and those working in crime teams.

Because the force has concerns about female representation within the organisation, it monitors the diversity of the applicant pool throughout the recruitment process, and specifically the rate at which female applicants dropped out of the process. This has allowed it to refine the recruitment process with regard to female applicants. The force has a people strategy and a leadership development board to bring together areas such as health and wellbeing, ethics, culture and leadership expectations to attract, retain, motivate and continuously develop staff. North Wales Police takes action to identify and fill gaps, but it needs to be more proactive in ensuring that frontline vacancies are filled more quickly.

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

We assessed how well North Wales Police 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 force 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 better.

North Wales Police has considered a number of collaborative options with other police forces and with a range of public and private sector organisations. Collaboration is well organised within North Wales, within the northwest Wales region and nationally within Wales. There are more than 30 defined collaborations, including with other police forces, emergency services, local authorities and private sector organisations. The force considers each collaboration, with a view to increasing efficiency and service levels, and provides clear reasons for the decisions it makes. Examples include identifying that it could make savings in its use of body-worn video from reviewing the experience of Merseyside Police.

The rationale for any collaboration is enhanced by research undertaken by the force. For example, it placed two community-based officers within local health services to understand in depth the demands placed on it by sudden deaths, mental health issues, minor thefts, assaults and disorder. The force is mindful of the challenges posed by its geographical location. It is keen not to become isolated, and that its development keeps pace with progress made by other forces. It is therefore working hard to identify opportunities for future collaboration.

## **Collaboration benefits**

The force monitors the costs of collaboration projects, as well as the benefits and value for money. Reports from each project are reviewed by the strategic planning board, which is chaired by the chief constable. The board then decides whether the efficiency saving should be classed as a financial saving or should be reinvested in the organisation. An example of this is the paedophile online investigation team. The board recognised that more investment was needed to manage the rise in the number of cases of child sexual exploitation, and so an additional eight staff and one detective sergeant were recruited.

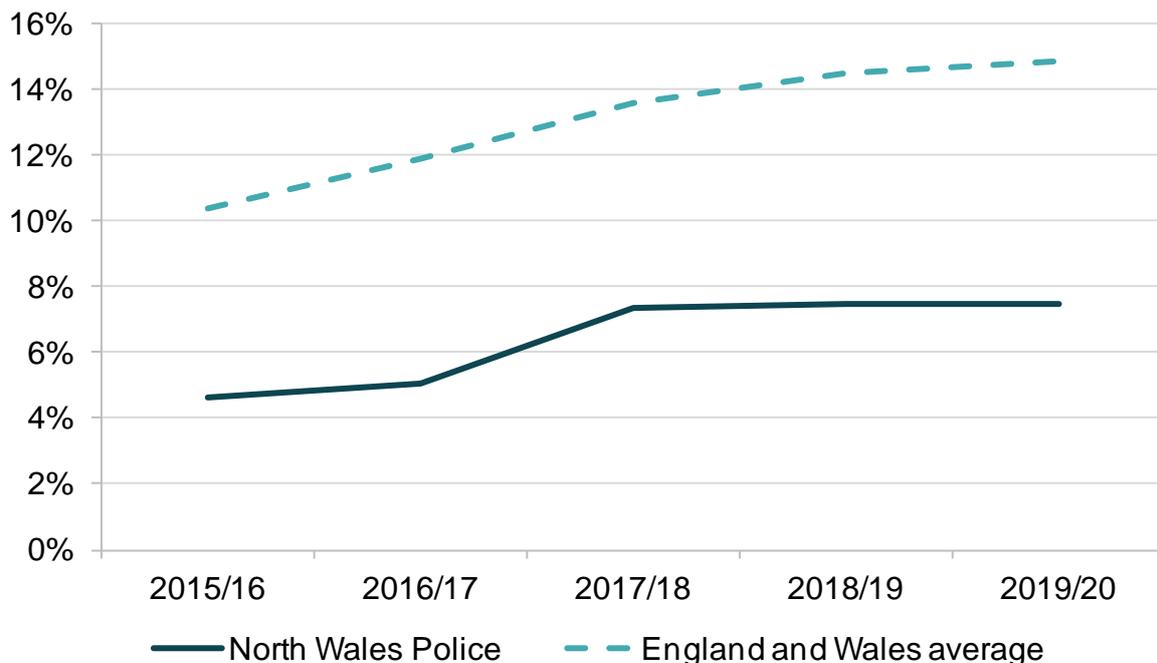
The force has undertaken a detailed analysis of the benefits of collaboration, looking at improving outcomes and reducing costs. The force identified that it has already saved 11 percent of its net revenue expenditure (NRE) in 2015/16 through its collaborations, with increases projected through to 2020. This is a considerable improvement on previous years, when North Wales Police saved comparatively little through collaboration. An example of how collaboration has brought about cost savings and beneficial outcomes would be the force's work with Merseyside Police to understand the benefits of using body-worn video. The force now has in place a local policy on body-worn video, an online training package and a technical understanding of the infrastructure needed to support it. By adopting best practice, training packages and support processes already developed by Merseyside Police, the force has saved £10,000, which has funded an additional 20 cameras. In 2015, another 120 units were deployed across the force, and a further £163,000 has now been allocated to buy an extra 301 devices so that all frontline staff have access to body-worn video cameras.

Other specific examples of savings include the firearms alliance collaboration with Cheshire (which saved £0.4m in 2014/15 and £0.3m in 2015/16, giving a recurring annual saving of £0.7m), joint scientific support services and an ambitious tri-force records management collaboration with Merseyside and Cheshire forces that could save £8m–£10m if there is full collaboration across a range of shared functions such as intelligence, criminal justice and seized property. By 2020, the force estimates that £2.04m (or 17 percent of overall savings) could come from working in collaboration. As a result of this understanding, North Wales Police is better able to recognise those collaborations and partnerships that will produce the greatest levels of service improvement for its communities.

North Wales Police is addressing the effect of other agencies' services and working practices to ensure that demand is managed more efficiently. This includes shifting public demand to the most appropriate agency. For example, North Wales Police worked with the Welsh Ambulance Service to consider the policy which required police to attend with the ambulance service at specific addresses as a result of historic information. In some cases, this information was outdated, and this was creating inefficient demand. More efficient up-to-date information-sharing has

resulted in the ambulance service attending calls at some premises without any longer requesting that the police also attend. The force continues to work with the North Wales fire and rescue service to reduce arson through a joint team. This has helped reduce incidents of arson-related anti-social behaviour. Direct access to a mental health helpline is now available within the force control centre, so that call handlers are able to identify the most appropriate agency response. At a strategic level, North Wales Police chairs the mental health criminal justice group and is the lead for other groups that are aimed at reducing the demand for police services, for example through monitoring the use of the police powers to take people who may have mental health problems to a place of safety (under section 136 of the Mental Health Act). It also sits on a number of safety advisory groups. Because North Wales Police is working well with other agencies to reduce demand, the people it serves should receive a more efficient service in the future.

**Figure 5: Projected percentage of net revenue expenditure in North Wales Police, 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**



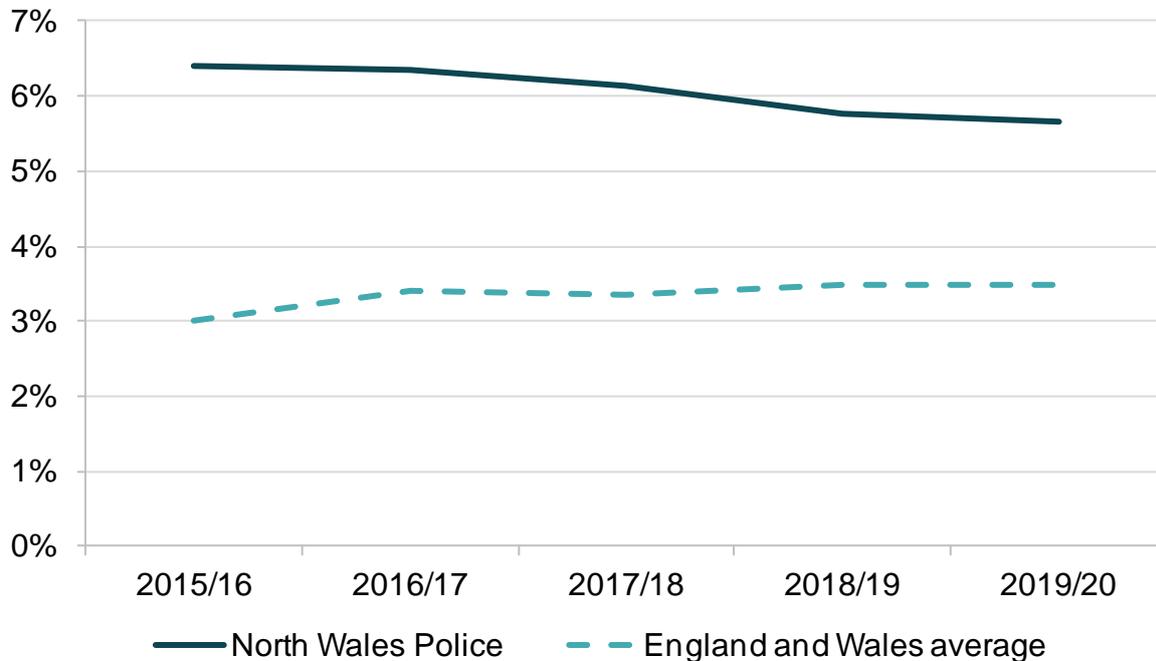
**Source: HMIC Efficiency data collection**

**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**

North Wales Police has forecast that it will spend £7.0m in 2016/17 on collaboration with other police forces. This is 5.1 percent of its net revenue expenditure (NRE, which is lower than the England and Wales average of 11.9 percent. For 2019/20,

the force has forecast that it will spend £10.7m (7.5 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 North Wales Police, 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

North Wales Police has forecast that it will spend £8.8m in 2016/17 on collaboration with non-police organisations. This is 6.3 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 force has forecast that it will spend £8.1m (5.7 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 helps them to learn from what works and to take swift action to deal with any negative results.

North Wales Police is not fully evaluating whether it uses investment to best effect. Its comprehensive efficiency review identified 43 workstreams aimed to improve efficiency, and the force is developing benefit plans to illustrate the full business benefits of each one. Until these plans are complete, the force will not have a comprehensive understanding of the effectiveness of its current or planned investment. At present, the force does not have the capability to develop sophisticated cost-benefit proposals. For example, the benefits in the mobile data benefits plan are not well developed; the expected benefits are based on subjective estimates of the likely outcomes, such as reduced time spent travelling to and from the station. The force has not undertaken a study to measure the cumulative time spent in travelling and the average distances travelled, and the estimated ten minutes saved per officer shift is not based on evidence, so the potential efficiency saving of £1.1m each year is entirely speculative. Until the force adopts a more structured approach to evaluating its investment, it cannot be certain that it has a complete understanding of the likely benefits to the organisation.

The force is improving its ability to understand the impact of change on service provision. In December 2015, Denbighshire County Council's internal audit services were commissioned to complete a review of project management within North Wales Police. The review focused on the overall governance arrangements for managing projects. As a result, several areas for improvement were identified. These were the oversight and scrutiny of projects, the creation of a project register, co-ordination between programmes and projects, prioritisation of resources, management of interdependencies and feedback. These recommendations have been acted on by introducing a transformation and corporate improvement board, working with the existing finance and procurement board. The purpose of this board is to oversee, approve, challenge and co-ordinate all organisational transformation, including collaborative working. Its inaugural meeting was in July 2016, so it is too early to comment on its effectiveness.

The force also has a corporate programme office which tracks all change programmes currently in development. The efficiency review has already undertaken some work to identify interdependencies between these change programmes. In addition, the force uses public satisfaction and confidence as a proxy for understanding the impact of change on the public. The force has created 'If asked' statements to describe changes in service provision if officers and staff are challenged to explain them.

## Summary of findings



**Requires improvement**

North Wales Police requires improvement in how it uses its resources to manage current demand. It has identified the need to focus on new and emerging areas of demand. It is reducing costs through workforce modernisation and it has been successful in addressing gaps in its workforce in specialist areas such as criminal investigations and protecting vulnerable people.

However, the force is still in the process of fully understanding costs, productivity and outputs across all areas of police activity. In addition, although an 'as is' study of its local policing and protecting vulnerable people's current skills and capabilities was to be completed by the end of July 2016, the same review for the rest of the workforce has not yet been completed. Therefore, the force did not have a comprehensive understanding of its workforce's capabilities and the gaps across all grades and roles at the time of our inspection.

North Wales Police recognises the need to work with others to improve how it manages demand for its services. It has successfully considered the benefits of collaborative arrangements and can demonstrate that existing collaborations are reducing costs and improving services. It is also working well with other emergency and public sector services. While the force is currently improving its ability to understand the consequences of change on its service provision, it is not fully evaluating whether it uses investment to best effect. As a result, it does not have a complete understanding of the effectiveness of its current or planned investment.

### **Area for improvement**

- North Wales Police should continue to audit its workforce's capabilities and then demonstrate that it has made use of this work to identify any gaps in skills and put plans in place to address them. This will enable the force to be confident in its ability to meet current and likely future demand efficiently.

## 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 North Wales Police 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 force'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 North Wales Police 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**

North Wales Police is good at matching resources to demand, organisational priorities and financial requirements. The force has a medium-term financial plan that gives budget requirements for 2016/17. In developing this, the force took into account a comprehensive range of financial pressures. This has allowed the force to make prudent changes to the way that it funds posts. For example, the force is no longer funding probationers from reserves, a policy that HMIC had previously described as 'unsustainable'. The force made savings and created a probationer fund for recruitment. It is also considering using its reserves on areas of specialist training, such as within CID.

The force's human resources and finance departments work together in planning for the future; they have a joint plan, which involves human resources looking at resourcing levels. The plan now runs to 2020 and there is monthly monitoring, aimed at getting workforce numbers above the 'blue line' (the force's required number of officers). Force analysts are also using modelling software. The full force 'as is' model covering the areas of high crime volume such as theft and burglary, was to be completed by the end of July 2016. This will provide information to support any decisions in relation to significant force changes in the policing model. The force's

recruitment plan is now fully funded for future years, with the risk of changes to actual or planned officer numbers being managed by a specific reserve. The recruitment plan is set so that retired officers are replaced by trained officers. This means that North Wales Police is taking pre-emptive action to align resources with demand, based on wise decisions about future funding, in order to serve communities better.

### **Investing in ICT**

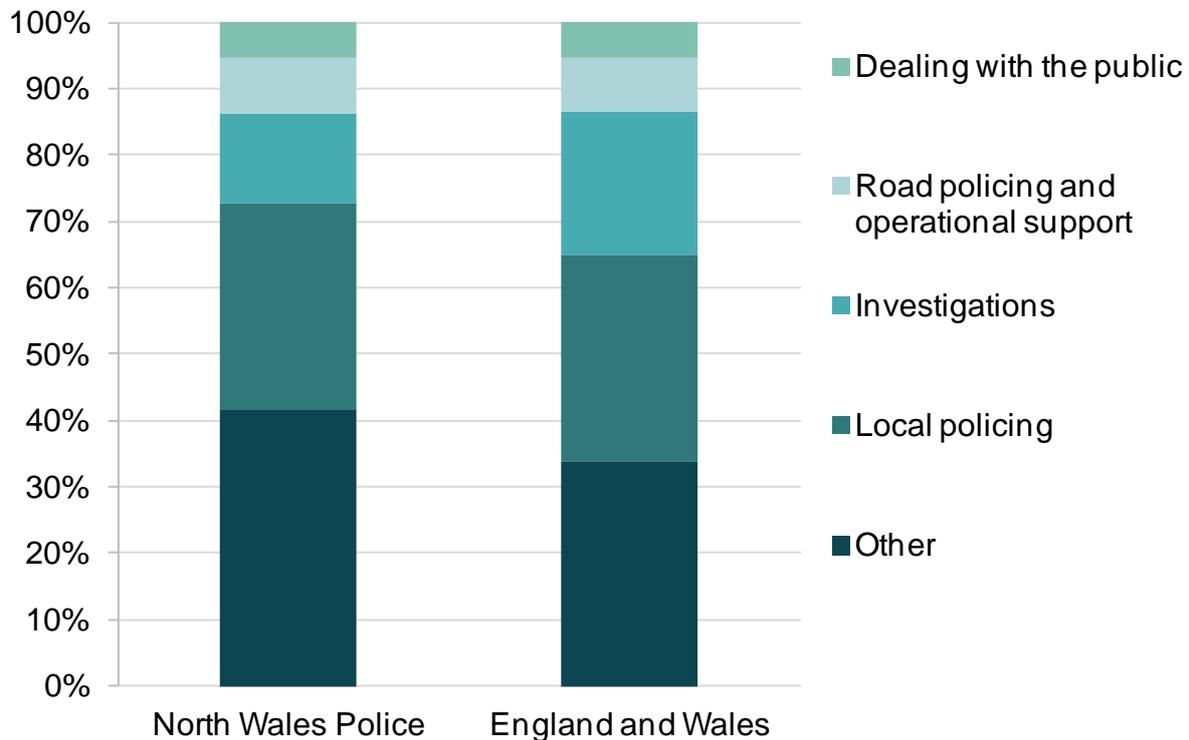
North Wales Police needs to invest more in ICT and digital ways of working, and these have yet to bring about significant savings for the force. By its own admission, the force has been hesitant in its approach to introducing mobile tablets for frontline staff, preferring to undertake a longer period of review and consultation. This has slowed the pace of change and continues to be a potential barrier to the force managing service provision more efficiently in the field. Frontline officers are frustrated at the lack of progress in this area. Officers see the introduction of body-worn video cameras as a positive step, but at present not all officers have access to this technology. The force intends to address this by purchasing a further 301 units.

North Wales Police has invested significant time and effort in developing new technology within its force control centre, which helps call handlers identify vulnerability at the first point of contact. To date, the force has undertaken little analysis to support an ICT strategy that looks at how efficiently the force is working; there is no mention in the force's medium-term financial plan of how to realise the benefits from ICT or digital ways of working, and no specific ICT reserve. Details outlined in the medium-term financial plan beyond 2016/17 are limited to ICT replacement programmes only. The force recently created a mobile data project to help provide new mobile solutions; £800,000 has been set aside for this purpose. However, the lack of information on how to realise the benefits from the investment in IT means that the force cannot demonstrate that it is making the most of the opportunities to work more efficiently through the use of digital technology.

### **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 North Wales Police 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 North Wales Police 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**

North Wales Police has a positive track record of achieving savings for the future and continues to demonstrate that it is developing credible plans built on sound planning assumptions. Detailed plans are in place, providing confidence that the force can produce the savings required through to the end of 2019/20. The projects already underway aim to achieve some of the later savings, and the force is now developing additional plans to reduce spending from 2016/17 to avoid any potential shortfalls. The main assumptions for future years are realistic. They include:

- annual pay inflation at 1 percent from September each year (no change);
- general inflation of 1 percent for 2016/17 and 2 percent thereafter;
- specific inflation applied where known;
- a council tax increase of 2 percent in 2016/17 and 2.5 percent thereafter; and
- a council grant reduction of 0.6 percent for 2016/17 and 1 percent thereafter.

Previous medium-term financial plan assumptions have proved to be accurate. The force has sought expert challenge, for example by inviting Denbighshire internal audit services to complete a review of its project management. It has also sought peer review from Lancashire Constabulary of its organised crime plans and from

Greater Manchester Police of its approach to modern-day slavery. The force's investment in sound financial planning means that it is well placed to continue to make savings for the future.

### **Planning for the future**

The government is reviewing the formula through which it calculates the allocation of funding to police forces in England and Wales. The revised formula, due to be introduced from April 2017, is expected to place greater weighting on issues associated with those urban areas with high population density. North Wales is a geographically large force area with a comparatively small population but has some unique characteristics as a coastal area and tourist destination, with dispersed rural communities, which make policing the area challenging.

The final outcome on how the revised funding formula could affect North Wales will not be known until allocation of funds from the revised formula is decided. This is the biggest risk to funding but is also the information required to have a clearer understanding of the resources available for policing in North Wales over the medium term. The figures provided by the Home Office during the 2015/16 review showed North Wales's allocation increasing from 1.03 percent to 1.06 percent of the total (this equated to £2m additional funding, which demonstrates the sensitivity of any changes). However, estimates then showed the North Wales allocation reducing by £12m. The next four years will be very challenging financially and will require a balance among cutting budgets, investments in some areas and increases in council tax.

North Wales Police's current financial and organisational decisions are mostly practical and credible, and the force has taken positive action to ensure that they are regularly reviewed. In 2015, HMIC cautioned the force against funding officer numbers from reserves, which we considered was unsustainable. Previously, a reserve had been created by the savings made by recruiting probationers when longer-serving officers retired. This reserve was then used to recruit over and above the required number of officers (known as the establishment figure) to minimise the short-term impact of losing experienced staff. The force recognised that this was not a sustainable position and has taken steps to ensure that the establishment can be funded directly from revenue budgets. At a strategic level, planned savings of £24.1m over the last five years have been made, based on prudent assumptions about future income/costs and considering risks and contingencies. These risks and contingencies are well understood through the risk management/financial control framework and are outlined in the medium-term financial plan. The force has a reserves plan detailed in the medium-term financial plan which balances risk management and investment in the future.

However, in the budget for 2016/17, an investment of just over £1m was agreed to fund additional posts for protecting vulnerable people. This investment was not based on a thorough understanding of current and future demand. The force

recognised that the specialist staff involved had excessive workloads, which could affect the service provided, and looked to mitigate this risk quickly by increasing the number of staff in this department. Consequently, the force should review the effect of the increase in staff to establish whether the investment is providing the desired outcome. The force needs to undertake more detailed analysis of specific projects to understand the full benefits or risks involved. This is particularly true of the mobile data project. In general, North Wales Police can demonstrate that its approach to taking financial and organisational decisions is practical and credible, and the force is able to deal with future financial uncertainty.

North Wales Police has introduced plans to change how it operates and provides services in the future, some of which are new and ambitious. Through the efficiency review, the force has identified a number of projects to change the way that it provides its services to the public. For example, it is piloting a project in its central region which, by providing access to more expert advice at the first point of contact in the force control centre, is aimed at reducing the requirement to send an officer to every incident. This process is overseen by the newly established management resource unit. Managed response unit sergeants now have responsibility for overseeing all medium and low-risk missing persons cases, reviewing all non-urgent incidents before deciding whether to deploy resources to the incident.

The force has ambitious plans to develop a tri-force records management system, working with Cheshire and Merseyside police forces. The tri-force collaboration programme started in June 2016. Funding was provided through the Home Office's police innovation fund and a business case was approved. The three forces will develop a single platform that will share criminal justice, intelligence, custody, forensics, property and support functions. The potential savings to 2020 are about £8m–£10m if there is full collaboration. However, the efficiency benefits of mobile data solutions are not clear. For example, baseline data has not yet been analysed to support the roll-out of mobile technology. Nevertheless, the force is anticipating quantifiable savings as a result of officers spending more time in the field, better access to information, improved data quality, increased officer safety and reduced risk for vulnerable victims. This means that North Wales Police can demonstrate that it is changing its policing model in order to serve communities more efficiently.

## **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**

North Wales Police is seeking to improve efficiency and cut costs to help it to balance its budget and has sustainable plans to use its reserves in the future, while being mindful of risk. The strategic planning board chaired by the chief constable was established to identify savings and provide governance for their agreement and implementation for the period 2015/16 to 2017/18. The initial 22 workstreams agreed by the board identified a potential £5.0m of savings that could be taken in 2016/17 and 2017/18. Savings are tracked and monitored through the financial savings programme board. This has helped the force to invest in initiatives designed to improve services and achieve future efficiency savings: for example, the new technology for the digital policing initiative and investment in protecting vulnerable people through expansion of the rape team, the paedophile online investigation team and the high-tech crime unit.

The force has a good track record of achieving savings; it saves more money than it needs to. This indicates that there has been some lack of understanding about the current cost of policing and the phasing of savings. As a consequence of regular under spending, the force is still holding very high levels of reserves; total reserves at the end of March 2016 were just over £36m. By March 2019, this is expected to reduce to £15.5m. The reduction is mainly due to nearly £13m of reserves earmarked to partly fund major projects. The force has set aside £4.2m in reserves to specifically address risk, such as major incidents and the pension fund. It has also set aside funds for unplanned contingencies, for example, to offset projects in which there are unexpected financial shortfalls. It expects that these projects will produce savings in the long term, however. The force can demonstrate that it has been successful in making savings to date, and has planned for possible risk in the future. This means that the force is well placed to continue to make savings while reinvesting monies saved into new, more efficient ways of working.

### **Working together to improve future efficiency**

North Wales Police is working in collaboration with other agencies in different ways and in teams that are not always line-managed by the force. The force is exploring ways to establish new multi-agency safeguarding hubs across North Wales and to increase the effectiveness of the existing hub in Wrexham. The force has an opportunity to work with local authorities to develop the capability of the multi-agency safeguarding hub even further. It is also working within the integrated offender management units and the victim help centre. The victim help centre is a one-stop centre for victims, bringing together the support services of North Wales Police, the Crown Prosecution Service and the former Victim Support organisation. A tri-service community station has also been established in Deeside.

The tri-force collaboration programme will see North Wales Police, Cheshire Constabulary and Merseyside Police develop a single shared platform for criminal justice, intelligence, custody, forensics, property and support functions. The force is also working with Cheshire Constabulary and Merseyside Police to combine forensic and scientific support services so that the ICT works across them all, for example to allow for the electronic transfer of photographic images to internal and external users of their services. The North Wales Fire and Rescue Service is sharing force control centre facilities at its St Asaph office; this has allowed the two services to work together, with a particular focus on the early identification of vulnerability. The force is in discussion with the North Wales Ambulance Service Trust to extend this facility to the NHS. North Wales Police is providing a more efficient service to the public by working with others, through shared operating practices and management structures.

## Summary of findings



**Good**

North Wales Police is good at planning for demand in the future. The force matches projected workforce numbers and resources to demand, organisational priorities and financial requirements. It has undertaken work to develop future budget requirements, based on a broad range of financial priorities and pressures, and as a consequence is well placed to plan for demand in the future. However, as noted in HMIC's 2015 efficiency report, the force continues to be slow in developing an approach to investing in new technology to maximise efficiency, for example through providing access to mobile data for frontline staff. This is a potential barrier to the force managing potential workforce reductions with minimal impact on service provision.

North Wales Police has a positive track record of achieving savings and continues to demonstrate that its plans are built on sound assumptions. These plans will change how it operates and provides services. The force is also seeking to improve efficiency and cut costs to help it to balance its budget and has sustainable plans to use its reserves in the future, which take into account risk. North Wales Police is working in different ways in collaboration with other agencies in teams which share operating practices and management structures.

## 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](http://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](http://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](http://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