

HMIC Value for Money Profiles 2012

Greater Manchester Police

compared with all forces in England and Wales

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

- a Greater Manchester
- b Merseyside
- c Northumbria
- d South Yorkshire
- e West Midlands
- f West Yorkshire

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Introduction

How can forces and Police and Crime Commissioners (PCCs) make the right decisions about improving value for money? While a private sector organisation can point to the 'bottom line' as the rationale for their choices, there is no agreed equation which derives value for money for policing. However, forces do have one key advantage over the private sector: access to detailed information from other similar organisations.

By exploiting the benefits of similarity, forces can reduce complexity. How? By comparing their own costs and performance with those of organisations facing similar conditions. HMIC's value for money profiles are designed for that purpose. They enable local managers and PCCs to ask the right questions, and expose areas where costs are high or performance could be improved. This also makes them integral to HMIC's approach to risk-based inspections.

The profiles are best used as part of a comprehensive performance review system. Many forces are already doing this, using the data contained in the profiles to decide where their attention should best be focused. Those forces have found that challenging costs and performance is never straight forward. There are always a range of plausible reasons that need to be assessed. A sceptical attitude is best. Never let a good story get in the way of the facts!

With these uses in mind, the profiles are designed to be:

- Relevant – using the most useful, nationally available information
- Accurate - as data is subject to a systematic quality assurance process (described below)
- Timely - produced in October each year, when key budget decisions are taken.
- Easy to use - information presented in a structured and logical format. Time saved by viewing several related charts and tables per page (or screen). Profiles can be used as a booklet and present extremely well on iPads or other tablet devices.
- Focused – key differences identified, showing the impact of the difference between force and average. In addition, chevrons highlight the largest differences.
- Unbiased - the facts, without the application of arbitrary weightings
- Balanced - compares relative performance with relative expenditure

Use them as a reference document.

How to use the profiles

The purpose of the profiles is to help you compare your force with others. Most of the data is presented as bar charts so you can see the range of forces and where your force sits. A horizontal line runs across each bar chart and represents the simple average.

Your force is highlighted in black, but you will also notice some other forces highlighted in a darker blue. This group of forces are considered to be most similar to your force, sharing similar demographic characteristics. For this reason they make for a better comparison than with other forces. They are generally referred to as the MSG or the most similar group.

The bulk of forces fall into defined clusters to form a Group, but there are a few who are less closely clustered. These are the Metropolitan Police, Dyfed-Powys, Surrey and the City of London. These forces are still included within a most similar group, but their appearance as an outlier needs to be treated with more caution.

The MSG was designed to more fairly compare levels of crime between forces, rather than costs. They do not take account of the fact that some areas, such as London, have higher costs than elsewhere. However, they are still useful as a cost comparison as forces in a high crime MSG such as that for large urban forces are likely to have more resources, such as more police officers per head of population.

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

The small blue tables on most pages include key numerical data presented in the charts. Often they include a more detailed list of functions and costs. Reading from left to right, the tables include: a short description of the function (or crime type), followed by the volumes (e.g. Staff numbers / costs or numbers of crimes); the ratio for comparison such as your force's cost per head of population and the average costs per head of population (either the "all" England and Wales average or the "Group" MSG average).

To the right of the main table, we show how much more or less it is costing your force as a result of costs being higher or lower than the average. The more detailed financial pages include a further table. This shows whether your force spends disproportionately more than the average on police officers. Taking the call centre function for example, you might question why some forces have disproportionately higher police officer costs compared with the average.

You will notice the appearance of chevrons against some cost of difference calculations. These figures are highlighted if the indicator puts the force in the top or bottom ten percent and the effect of the difference is greater than £1 per head of population.

GUIDANCE PAGE - How to read a profile

POLICE OFFICERS

2012/13 estimates £ per head of population

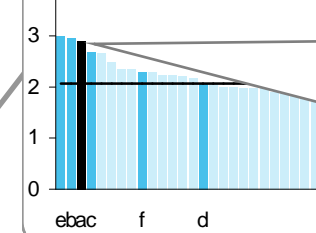
These charts break down police officer costs into salary and overtime costs (OT). Police officer overtime costs are also shown as a percentage of the overall salary costs.

1. Logic trees breakdown left to right, comparing force (a) to most similar group (highlighted) as well as all forces in England and Wales.

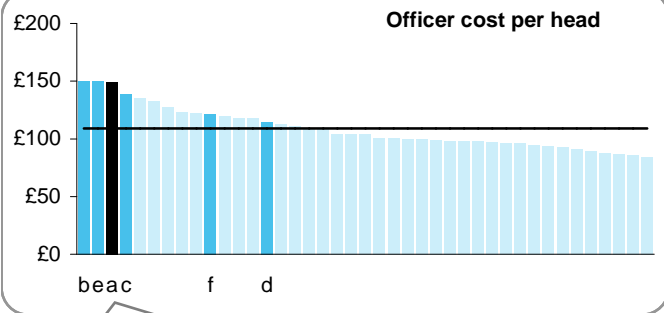
are also presented. Home Office published FTE in at 31st March 2012, and so

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

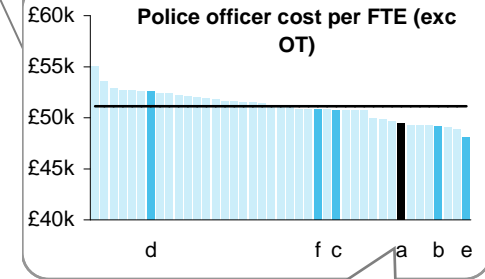
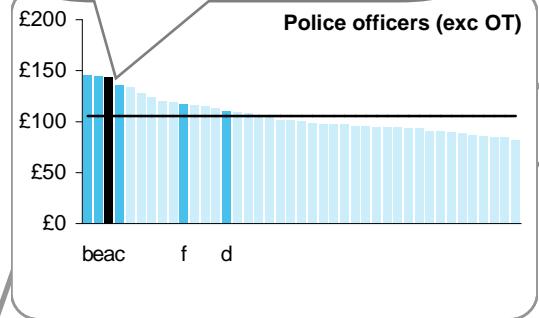
Police officer FTE per 1,000



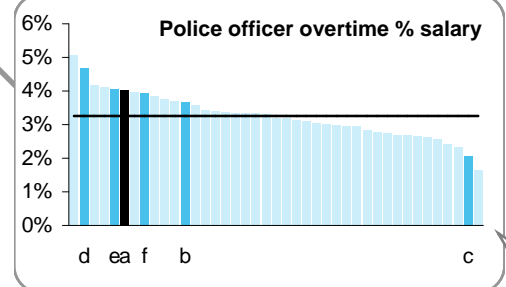
6. The force has more officers per pop than national average and the 3rd highest nationally, equating to a difference in cost of £111.2m (see table).



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



7. The cost of individual officers in force are relatively low.



3. ...equating to a difference of £105.3m to national average.

5. They are in line with most similar group but £3m above national average.

Budgeted FTE 2012/13 (POA)	7,608
FTE Mar 12 (ADR502)	7,498

N.B Outliers are highlighted with red chevrons and fall within the top or bottom 10% of forces, where applicable with a financial value of more than £1 per head.

	£m	£/head	Avg	Diff. £m
Police officers (exc. OT)	376.6	143.2	105.5	99.3 <<
Police overtime	15.1	5.8	3.5	6.1 <<
Total	391.8	149.0	108.9	105.3 <<

PO overtime % salary	% sal	Avg	Diff. £m
National functions	0.4%	0.1%	1.0
Other	3.6%	3.1%	1.9
Total	4.0%	3.3%	2.8

	Avg	Diff. £m
FTE/1,000	2.89	2.07 <<
£000/FTE	£49.5k	£51.1k

Source: POA Statistics 2012/13 estimates and ADR502

Data quality

HMIC gives every force the opportunity to check their Chartered Institute of Public Finance and Accountancy (CIPFA) financial estimates data and Home Office management data (excluding crime data which is checked by the Home Office) through a systematic quality assurance process:

- CIPFA apply arithmetic and reconciliation checks
- Each force is asked to check their statistical outliers
- Each force receives a draft profile to check again
- HMIC resolves inconsistencies identified by ourselves and forces

Each year forces identify some anomalies or inconsistencies, which HMIC try hard to resolve. HMIC strongly encourage forces to make the necessary changes, but forces are responsible for the data they have submitted. As a result some anomalies may remain.

There are a number of ways to identify them. First, where significantly higher than average costs in one function are also shown against lower than average costs in another related function. One example is extremely high HR costs compared with extremely low training costs. Second, where costs are surprisingly low or high. Lastly, some urban forces are reporting comparatively low rates of criminal damage and anti social behaviour incidents. This probably reflects differences in the ability of IT systems to capture all the data.

Validity of comparisons

Collaboration and contracting out A few forces have raised concerns about the validity of staff comparisons between forces involved in collaborations and/or contracting out and others. Forces that lead collaboration by providing services to other forces, are concerned that higher staff numbers will reflect badly in their comparisons and distort the MSG averages. Others suggest that the comparison of non staff costs, when some forces are contracting out large parts of their organisation, is less than useful.

While we are aware of these issues, we are not yet convinced of the need to remove the relevant pages. Instead we have included an additional summary expenditure page by function, opposite the summary staffing page. Comparison of the net cost or staffing numbers by function, makes it clear which forces are involved in collaboration with other forces and which with the private sector. The non staff costs page is also retained because it so clearly identifies forces – currently Lincolnshire and Cleveland – who have undertaken large scale initiatives.

To help further with comparisons, an appendix includes a list of forces that have contracted out some or most of their custody function as well as those involved in Private Finance Initiatives (PFI). This provides some context, especially when comparing premises costs where a PFI scheme is involved.

Earned income vs. government grant Another concern, identified by North Wales Police, concerns the recording of Criminal Record Bureau (CRB) funding. Most forces have coded CRB funding as earned income while others have coded it as a grant. The POA guidance clearly states that CRB income be coded to grants. The relevant forces have been contacted and asked to submit corrections which are included.

Use of budgeted and actual staff numbers The profiles include staff numbers drawn from two data sets: the Home Office annual data return (ADR 502) which is a snapshot on 31st March of full time equivalent staff in post and the police objective analysis which counts the average, budgeted, full time equivalent staff.

In general the profiles use police objective analysis (POA) budgeted staff numbers to make detailed financial comparisons between forces. POA is a relatively recent invention and prior to 2011-12, had not been checked by HMIC. Consequently, it cannot provide a time series long enough to show changing trends. For this purpose the ADR is used because it can display data, which has been checked, over several years. ADR staff numbers are mostly used to present overall staff trends: police officers, PCSOs or police staff. Occasionally they are used to compare measures of police activity between forces.

Although the profiles show the budgeted POA and ADR 502 ftes side by side, there is no expectation that they be the same for two main reasons. First, the POA staff numbers are an average over the following financial year (2012-13), while the ADR is a snapshot at the end of the previous year (March 31st 2012). Second, the POA counts budgeted staff and will therefore include vacant posts, while the ADR counts the actual staff in post. You may notice a large difference between the two data for police staff numbers. This may be due to reductions in staff numbers between the end of one financial year and the start of the next.

Restorative justice For a force to submit a count of Restorative justice (RJ) to the Home Office, the only requirement is for the force to have a local policy in place. As there is no definition that would allow comparison, RJs are unlikely to be a National Statistic and are not included in the profiles.

New data sets

Emergency and priority incidents per population The data shows how the demands on your force for the two highest priority calls differ from your most similar forces and others. Total emergency and priority incidentsⁱ are broken down into those related to crime, anti social behaviour (ASB) and other incidents. This data is drawn from force command and control systems and therefore will not include all recorded crimes or incidents.

A striking feature of other EP incidents is that the average exceeds that for the averages of crime and ASB. Further research by HMIC at six forcesⁱⁱ has revealed that a handful of categories included in 'other incidents' account for around 50 percent of the total. These invariably include: concerns for welfare (which can include individuals with mental health problems and other vulnerable people, such as the elderly or children), domestic incidents, suspicious circumstances, traffic collisions and ASB classified as nuisance.

ⁱ Lower priorities, scheduled calls, have not been used as these data were found to be unreliable. The main reason is that scheduled calls are not always recorded on command and control systems; often they are recorded on separate systems for appointments.

ⁱⁱ The emergency and priority (EP) incident classifications are based on ACPO/NPIA definitions to make the data more comparable (see "National Contact Management Principles and Guidance", ACPO and NPIA, London, 2010). Emergency incidents are defined as aiming to get to victim within 15mins or 20 mins in rural locations. Priority incidents are generally those with an estimated time of arrival of within 60 mins. Some forces do not distinguish between these categories, so they are combined in the charts.

As this data is new we have encountered some minor problems, which we would like to draw to your attention. While some further local checking may be required, we feel the information remains useful for comparative purposes – especially where there are large differences. You may like to check two aspects. First, the incident data includes a small proportion of calls classified as ‘admin’ incidents, for instance when officers use the command and control system as a means of making sure that an urgent task is carried out by others. Admin incidents represent a small proportion, often less than 5 percent. Second, we know of some forces which provided incidents with duplicate incidents included. The percentages are again small, these forces are as follows: Avon and Somerset, Dyfed Powys, Metropolitan Police, Norfolk, North Yorkshire and South Yorkshire.

Lower priority, scheduled calls have not been used as these data were found to be unreliable. The main reason is that scheduled calls are not always recorded on command and control systems, often they are recorded on separate systems for appointments.

Ribbon charts showing longer term trends, 2001-02 to 2011-12, for some crimes by force. Four types of crime rates are shown because of their distinctive patterns: violence with injury, vehicle theft (including interference), burglaries (all) and criminal damage.

The purpose of these charts is to examine the trends for your force compared with similar forces set against the rest. If your recent trends differ from the similar forces, and the general pattern, then you should review the likely causes and locations.

A few observations on the main four charts. A general feature is the reduction in the range of crime rates between forces over the period. This suggests that forces are becoming more similar in some respects, although part of this convergence is likely due to changes in recording. For example, the violence with injury chart shows large variations in crime recording, certainly until 2005-06 when the National Crime Recording Standards (NCRS) were being implemented. (2008-09 is the baseline year used in the profiles). It also shows that the introduction of NCRS had little impact on one force.

No crime rates – we show four year trends and a comparison with the all force average. The highest no crime rate is for rape.

Council tax yield – this chart shows the variation in the yield per head for your force compared with others for £1 change in Council tax.

Common queries

The three most common queries received last year are worth repeating. The first was about the rule applied to highlight particular differences. The difference is highlighted if the indicator puts the force in the top or bottom 10 percent and the effect of the difference is greater than £1 per head of population. The other query was about the population base. The profiles adopt the mid year 2010 population estimate to align with Home Office publications especially crime rates. Rather than basing the workforce mix calculations on police officer percentages of the workforce we have used police officer costs as a percentage of gross costs for two reasons. First, it takes better account of comparisons where some forces have contracted out services, such as custody. Second, the costs of police officers vary between forces.

A final word...

Almost without exception forces have made changes to their data. Like last year, several have also raised detailed points and we would especially like to thank those who have taken the trouble to give us feedback. We count within this group two regular contributors: Thames Valley Police and Lancashire, but this year add North Wales, South Wales, Northamptonshire and Northumbria Police as each made important points.

I am always keen to hear from users how the profiles can be improved. If you have any suggestions, or any analysis which you think might be useful to include please contact me: lawrenceroymorris33@hmic.gsi.gov.uk or 0203 513 0517.

Section One – Workforce and Costs

INTRODUCTION

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

POA 2012/13 estimates are used for all cost and workforce data unless stated otherwise. These data are taken as a snapshot as at 9th October. Any updates to the data which are made after this time will not be reflected in the profile.

Workforce data comprises full-time equivalent (FTE) figures. In POA estimates these are calculated as the number of staff budgeted for each staff type. Within support services, staff levels are less likely to be affected by local demographics and are therefore additionally presented as cost of function as a percentage of total cost.

Local policing workforce by function

The POA data is initially divided into twelve groups:

- Local policing
- Dealing with the public
- Roads policing
- Specialist operations
- Intelligence
- Investigations
- Investigative support
- Criminal justice
- Support functions
- Police authority
- Central costs
- National policing

Throughout the profiles the chart scales differ and the differences shown may not be as significant as they first appear.

Key to the data and calculations

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

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

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

Difference to most similar group (MSG) / All force: Differences are calculated on standardised data, as opposed to absolute values. Calculation is as follows: $(\text{Force cost per head} - \text{MSG cost per head}) * \text{population}$.

Police officer as % of gross expenditure: We have chosen to show the proportion of spend on officer (and overtime) by function. Calculation is as follows: $(\text{Police officer spend} + \text{Police officer overtime}) / \text{Gross Revenue Expenditure (GRE)}$.

Personel ADR datasets: ADR datasets (other than crime) have been refreshed and run from live data, during week commencing 24th September.

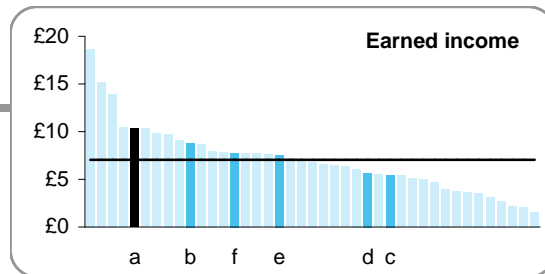
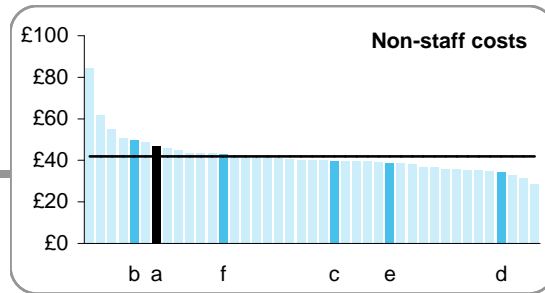
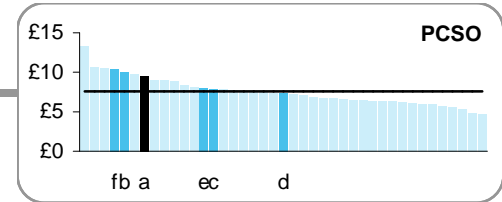
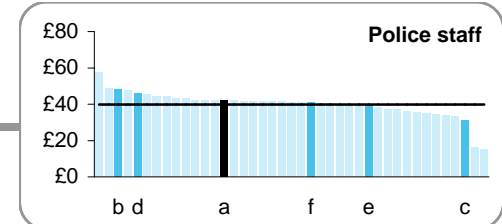
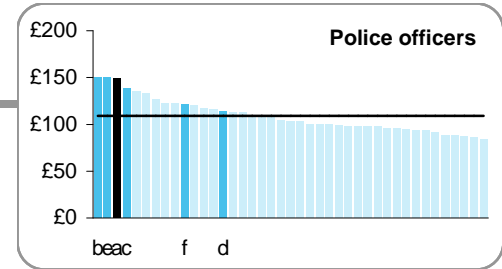
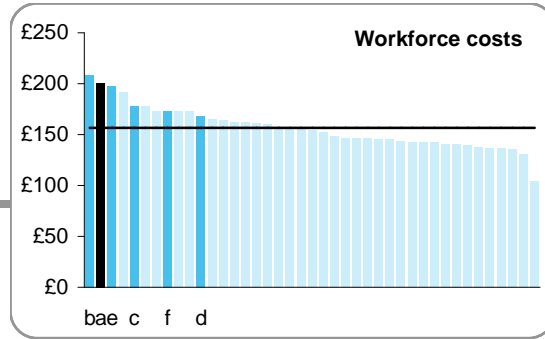
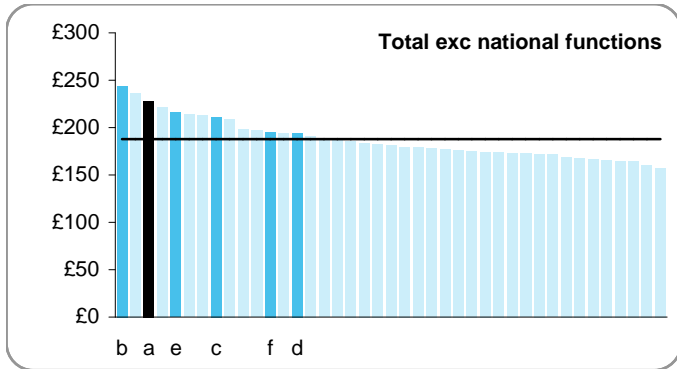
How to use this section

Users may wish to focus on those charts where the force is an outlier, i.e. where they are significantly different from the average, or where they are particularly high or low. Outliers are highlighted with red chevrons and fall within the top or bottom 10% of forces; where applicable with a financial value of more than £1 per head. They should explore the reasons for any differences by looking at the force as a whole, using relevant local knowledge. Staffing levels should also be considered in the context of workforce modernisation, collaboration efforts and the outsourcing of services.

EXPENDITURE

2012/13 estimates £ per head of population

These charts give an overview of what policing in each force costs per head of population.
 NB: the profiles calculate net revenue expenditure as total expenditure minus earned income to show the total cost of policing to the taxpayer.
 NB: This is different from net revenue expenditure (NRE) as reported in POA data.



Population 2,629k

	£m	£/head	Avg	Diff. £m
Police officers	391.8	149	109	104.9 <<
Police staff	110.8	42	40	5.9
PCSOs	24.9	9	8	5.0
Workforce	527.4	201	157	115.8 <<
Non-staff costs	123.1	47	42	12.9
Earned income	-27.2	-10	-7	-8.7
Net revenue exp.	623.4	237	191	120.1 <<
Total exc national	600.7	228	188	107.2 <<

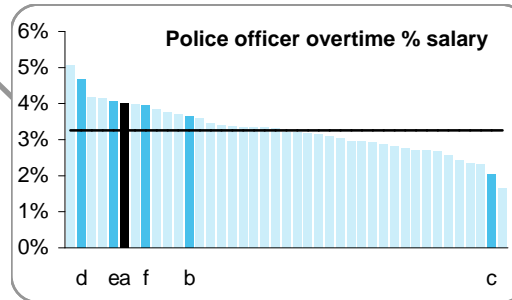
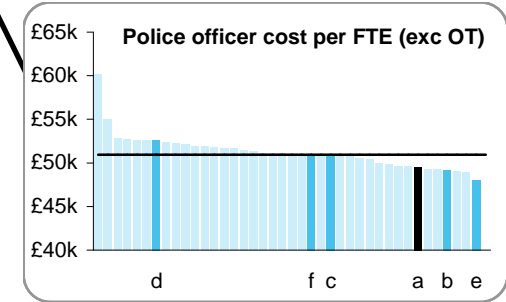
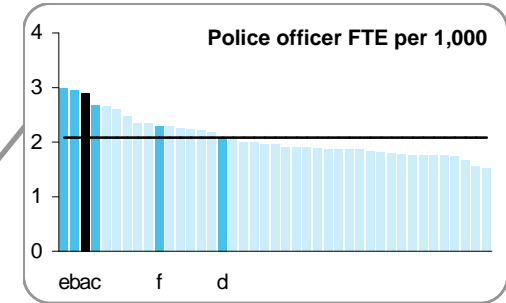
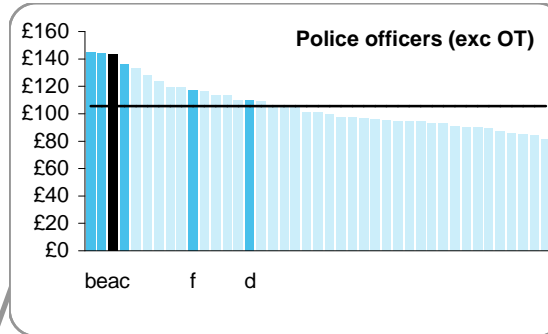
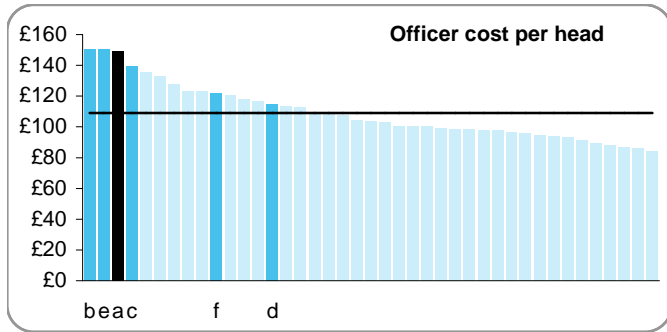
Source: POA estimates 2012/13

POLICE OFFICERS

2012/13 estimates £ per head of population

These charts break down police officer costs into salary and overtime costs (OT). Police officer overtime costs are also shown as a percentage of the overall salary costs.

Estimated FTE numbers for the year 2012/13 are also presented. An additional data table compares these with Home Office published FTE figures (ADR502), which are a snapshot taken at 31st March 2012, and so will not necessarily be the same.



	£m	£/head	Avg	Diff. £m
Police officers (exc. OT)	376.6	143.2	105.6	98.8 <<
Police overtime	15.1	5.8	3.5	6.0 <<
Total	391.8	149.0	109.1	104.9 <<

PO overtime % salary	% sal	Avg	Diff. £m
National functions	0.4%	0.1%	1.0
Other	3.6%	3.1%	1.9
Total	4.0%	3.3%	2.8

	Avg	Diff. £m
FTE/1,000	2.89 2.08	108.6 <<
£000/FTE	£49.5k £50.9k	-10.8

Budgeted FTE 2012/13 (POA)	7,608
FTE Mar 12 (ADR502)	7,498

Here and on next page, flagged as outlier where the two figures differ by more than 5%

Source: POA Statistics 2012/13 estimates and ADR502

POLICE STAFF AND POLICE COMMUNITY SUPPORT OFFICERS (PCSO) 2012/13 estimates £ per head of population

These charts break down police staff and PCSO costs into more detail.

Estimated FTE numbers for the year 2012/13 are also presented. An additional data table compares these with Home Office published FTE figures (ADR502), which are a snapshot taken at 31st March 2012, and so will not necessarily be the same.

Home Office staff FTE data includes S38, and excludes temporary contract staff and traffic wardens while POA includes traffic wardens.

POLICE STAFF

£m	£/head	Avg	Diff. £m
111	42.1	39.9	5.9

	Avg	Diff. £m
FTE/1,000	1.33	1.26
£000/FTE	31.7k	32.0k

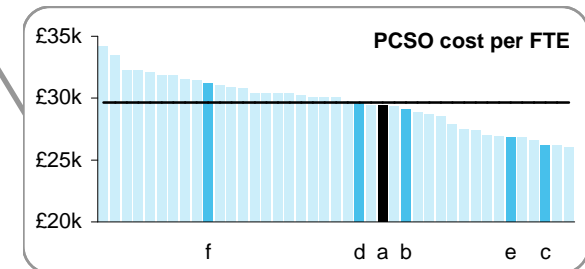
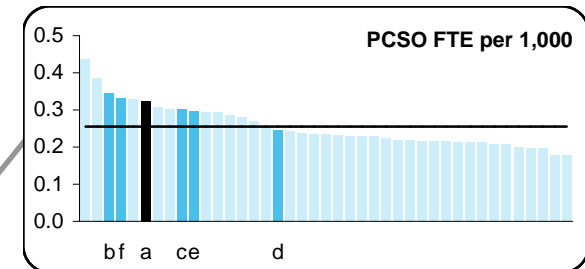
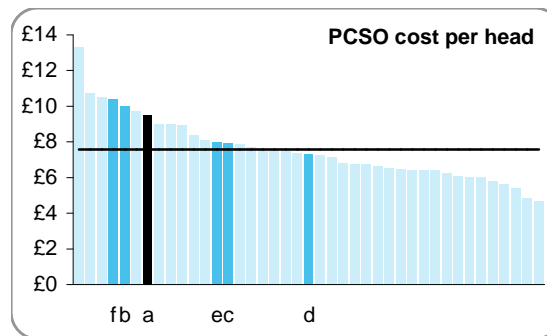
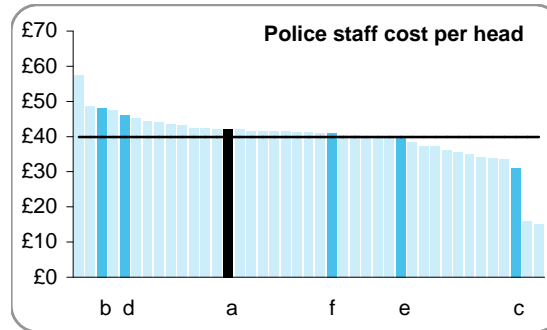
Budgeted FTE 2012/13 (POA)	3,497	<<
FTE Mar 12 (ADR502)	3,066	

PCSOs

£m	£/head	Avg	Diff. £m
24.9	9.5	7.6	5.0

	Avg	Diff. £m
FTE/1,000	0.32	0.26
£000/FTE	£29.4k	£29.6k

Budgeted FTE 2012/13 (POA)	848
FTE Mar 12 (ADR502)	818

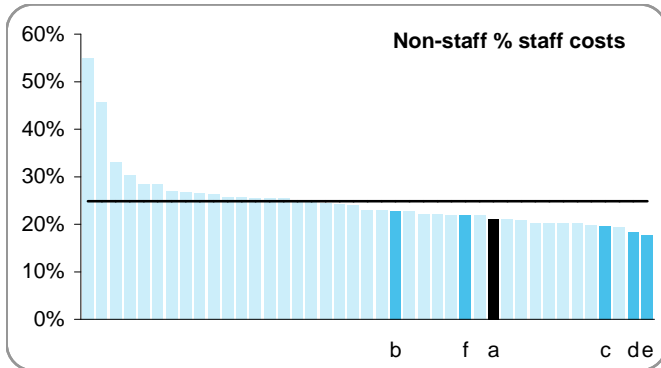


Source: POA Statistics 2012/13 estimates and ADR502

Greater Manchester

NON-STAFF COSTS AS PERCENTAGE OF WORKFORCE COSTS 2012/13 estimates

These charts provide information about non-staff costs broken down into specific types of running costs. Non-staff costs are shown as a percentage of staff costs, as non-staff costs are largely dependent on the number of staff working for an organisation. Third party payments include mutual aid from other police authorities, contributions to inter-authority services, transfer payments and national levies.



Staff costs £527m

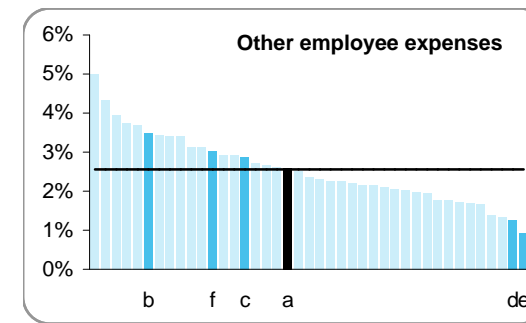
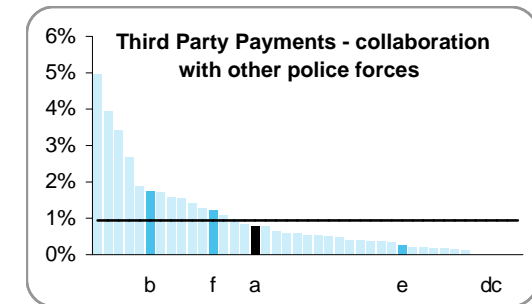
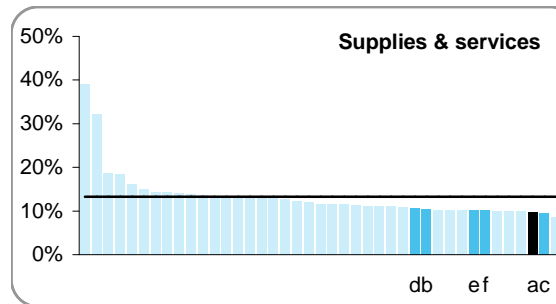
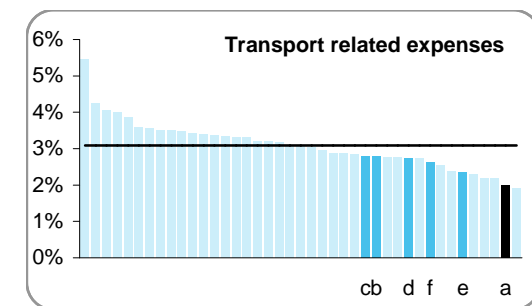
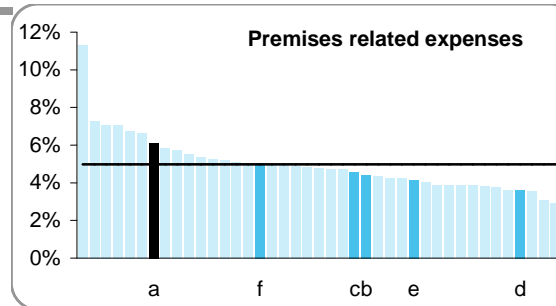
	£m	% staff	Avg	Diff. £m
Supplies & services*	51.0	9.7%	13.3%	-18.91 <<
Premises	32.3	6.1%	5.0%	6.09
Transport	10.5	2.0%	3.1%	-5.83 <<
Collaboration payments	4.0	0.8%	0.9%	-0.92
Other employee exps**	13.7	2.6%	2.6%	0.18
Non-staff costs	111.5	21.1%	24.8%	-19.39

Capital financing	11.6	2.2%	2.5%	-1.39
Total	123.1	23.3%	27.3%	-20.77

Source: POA estimates 2012/13

* Inc 3rd party payments exc collaboration

** Inc temporary & agency staff, injury & ill health costs

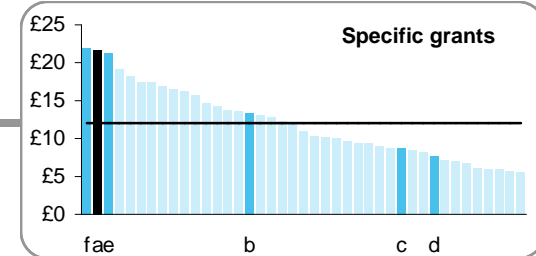
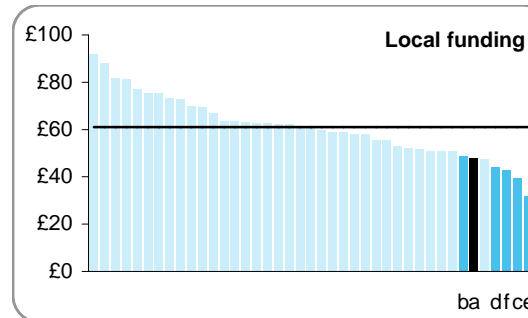
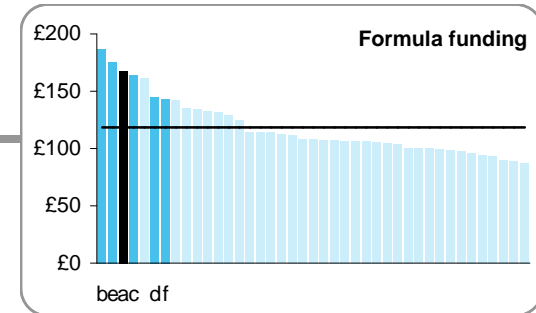
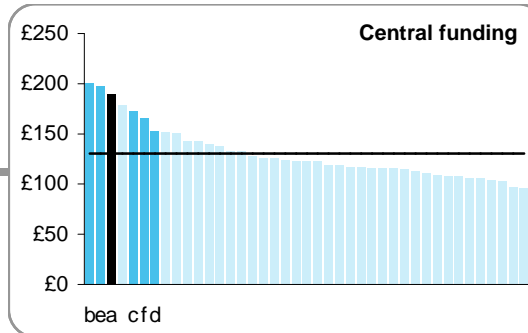
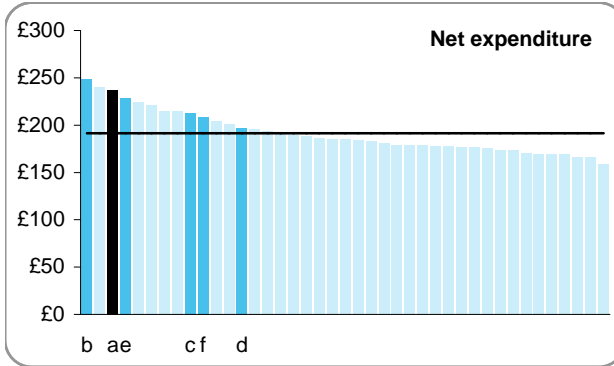


FINANCING OF EXPENDITURE

2012/13 estimates £ per head of population

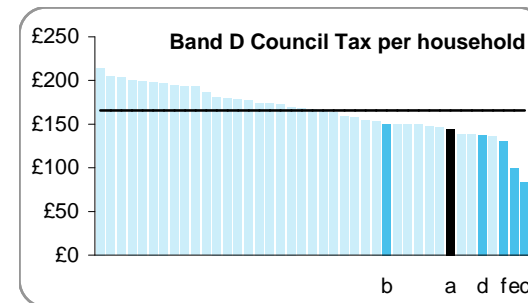
These charts show how the force funds its expenditure broken down into more detail using POA finance data. Central funding is broken down into formula based funding, and government grants, which are not formula based. Local funding is comprised of council tax and use of reserves.

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

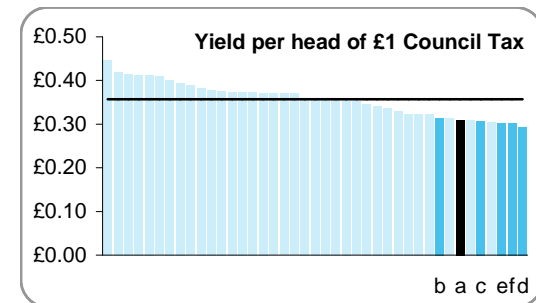


Population 2,629k

	£m	£/head	Avg
Central funding			
Formula funding*	440	167	118
Specific grants	57	22	12
Local funding			
Council tax	117	45	60
Reserves (transfers)	9	4	1
Net revenue exp.	623	237	191



Band D tax rate	Avg
£144	£166



Council Tax £/head	Yield of £1 CT	Avg
£45	£0.31	£0.36

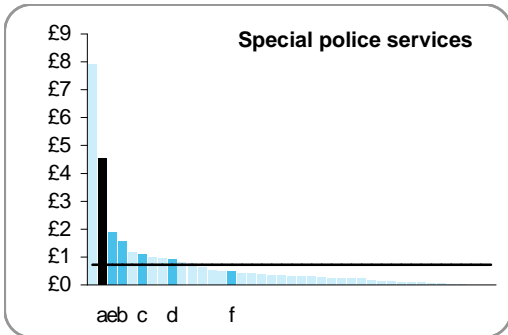
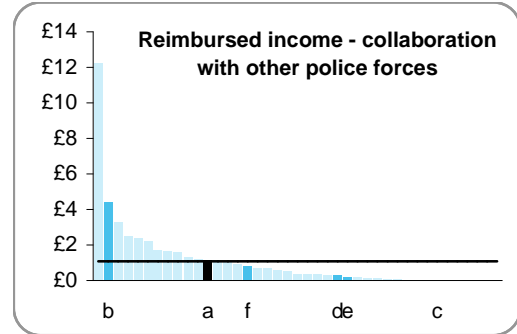
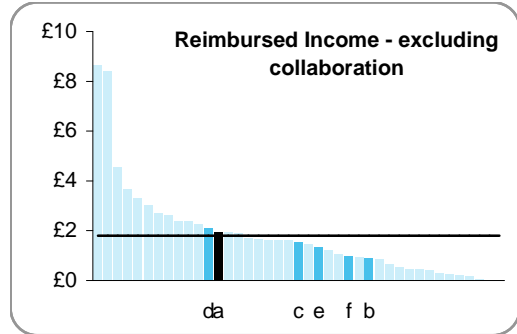
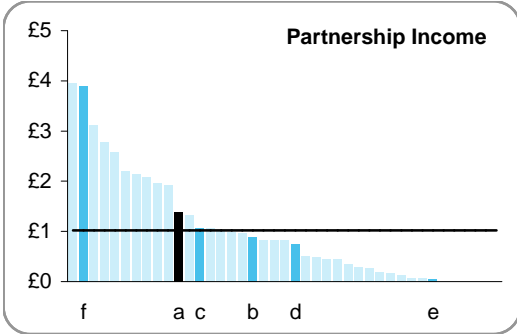
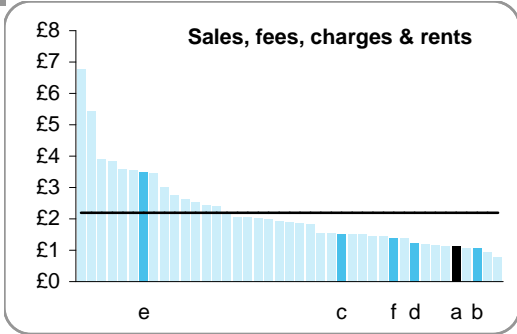
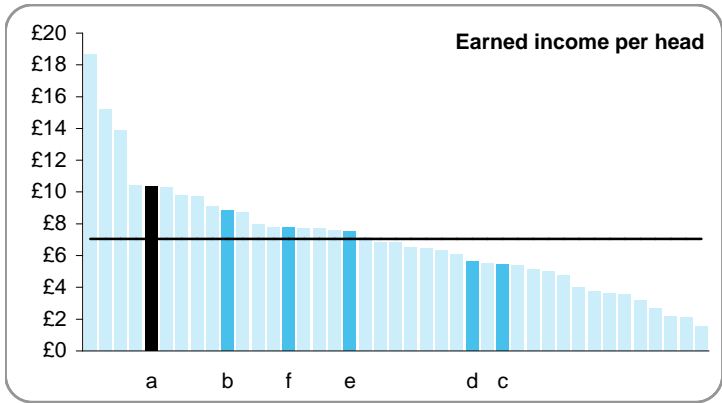
* Sum of Police Grant, Non-Domestic Rates, & Revenue Support Grant

Source: POA estimates 2012/13

EARNED INCOME

2012/13 estimates £ per head of population

These charts break down information into different categories of 'earned' or external income using POA. This is the income removed from GRE in order to calculate NRE and does not include government grants.



Population 2,629k

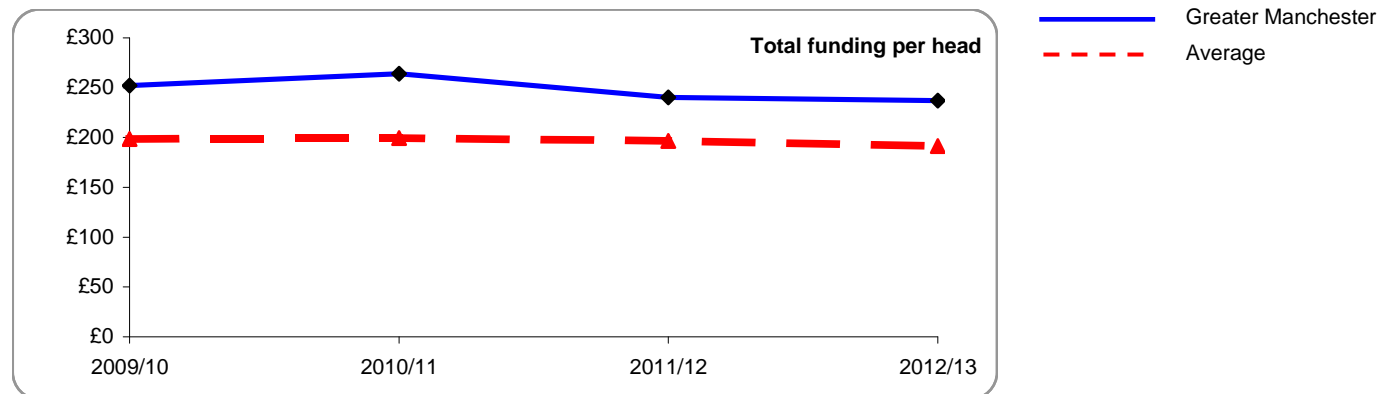
	£m	£/head	Avg	Diff. £m
Sales, fees, charges & rents	2.9	1.1	2.2	-2.8 <<
Reimbursed Income				
- Collaboration	3.0	1.1	1.1	0.1
- Exc collaboration	5.1	1.9	1.8	0.4
Partnership income	3.6	1.4	1.0	0.9
Special police services	12.0	4.6	0.7	10.1 <<
Interest	0.6	0.2	0.2	0.0
Total earned income	27.2	10.4	7.1	8.7

Source: POA estimates 2012/13

FUNDING SOURCE TRENDS

2009/10 - 2010/11 actuals and estimates for 2011/12 - 2012/13 £ per head of population

These charts show how the financial position and funding of forces has changed since 2009/10. Please note that estimates of reserves are unreliable, and that these figures are not adjusted for inflation.



£ per 1000	2009/10	2010/11	2011/12	2012/13	Change
Central gov funding	209.0	227.4	194.0	189.0	-10%
Reserves	2.3	-7.5	1.9	3.5	
Council tax	40.7	44.0	44.4	44.6	9%
Total funding	252.1	263.9	240.3	237.1	-6%

Average	2009/10	2010/11	2011/12	2012/13	Change
Central gov funding	142.4	145.9	137.9	130.4	-8%
Reserves	0.4	-3.6	1.3	1.3	
Council tax	55.7	57.2	57.5	59.7	7%
Total funding	198.5	199.5	196.7	191.4	-4%

Band D tax rate	£134	£144	£144	£144
Average	£157	£162	£162	£166

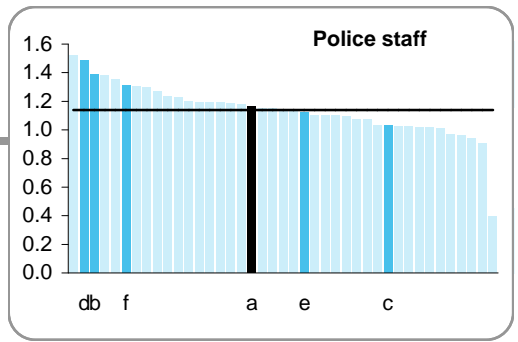
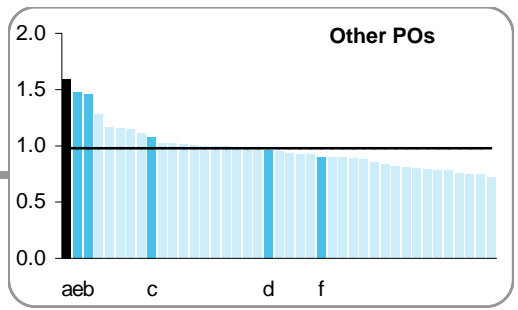
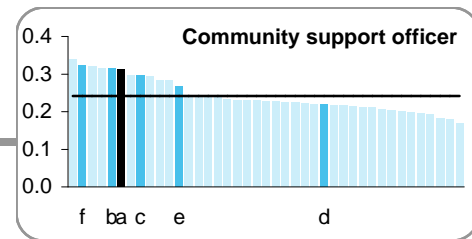
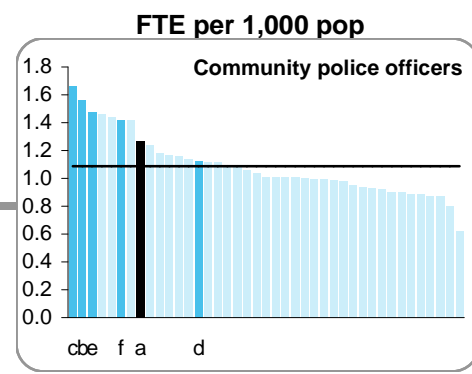
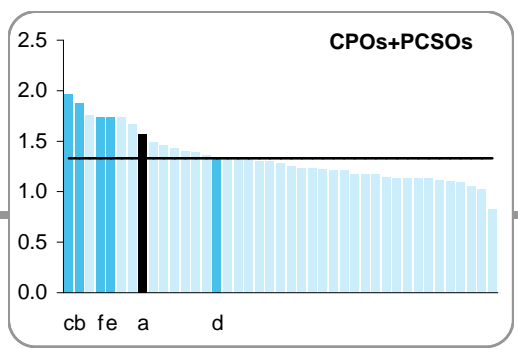
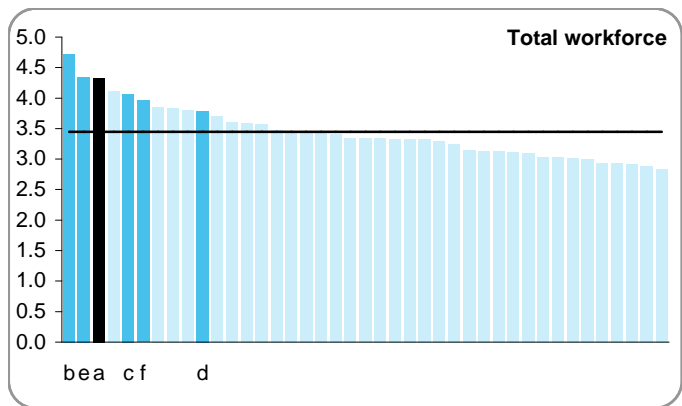
Source: CIPFA statistics; POA Statistics 2012/13 estimates

Greater Manchester

WORKFORCE - SUMMARY

March 2012

These charts show the overall police workforce per 1,000 population which are then broken down into police officers, police staff and PCSOs. We have subdivided officers into community police officers (CPO - those within neighbourhood response, traffic roles and probationers) and others, and therefore used ADR 502 and 601 as the data source. Specials numbers are headcount as opposed to FTE.



Population 2,629k

	FTE	per 1,000	Avg
Community POs	3,316	1.26	1.09
PCSOs	818	0.31	0.24
Sub-total	4,134	1.57	1.33
Other POs	4,182	1.59	0.98
Police staff	3,066	1.17	1.14
Total	11,388	4.33	3.45

	Diff	% Total	Avg
Community POs	455	29%	31%
PCSOs	183	7%	7%
Sub-total	638	36%	38%
Other POs	1,611	37%	28%
Police staff	71	27%	33%
Total	2,323	100%	100%

Special constables	695	0.26	0.32	-145
Contractors	0	-	0.03	-74

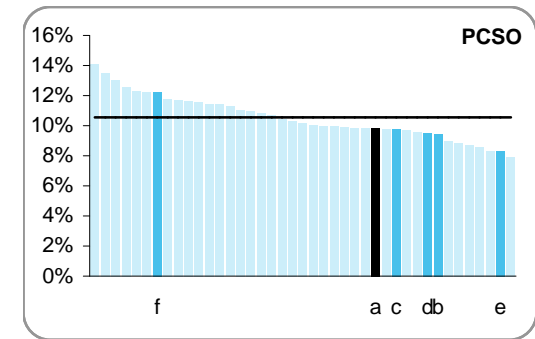
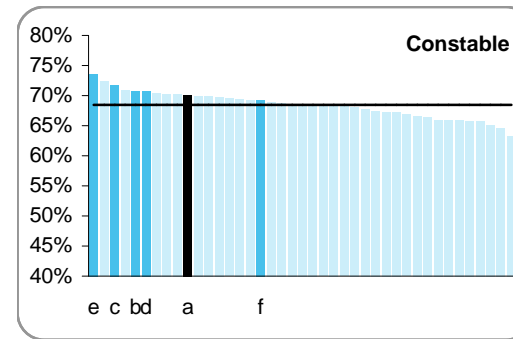
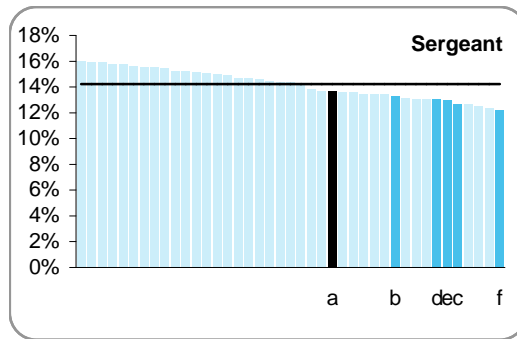
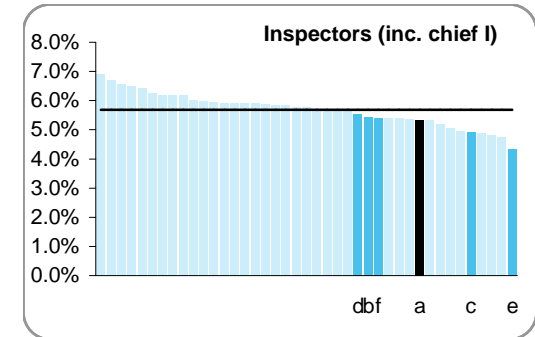
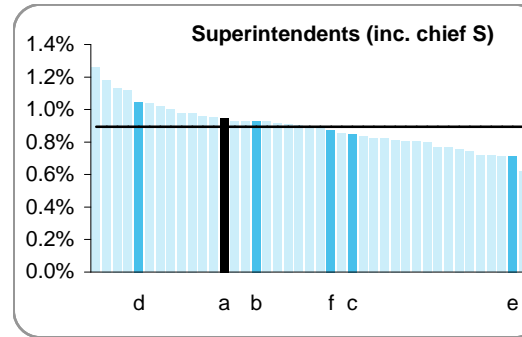
Source: ADR 502 / 601 March 2012

POLICE OFFICERS/PCSOs BY RANK

March 2012 % of FTE

These charts show the percentage of the total officer and PCSO workforce by rank. The chart for superintendents includes chief superintendents, and the chart for inspectors includes chief inspectors. Association of Chief Police Officers (ACPO) are officers above the rank of chief superintendents.

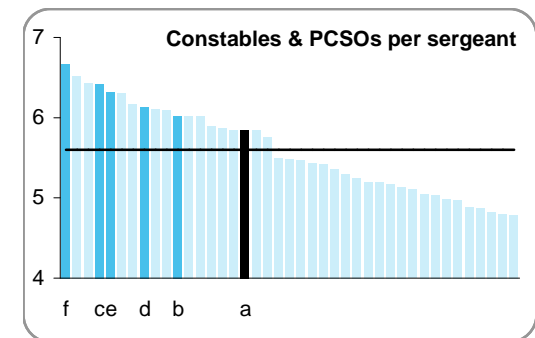
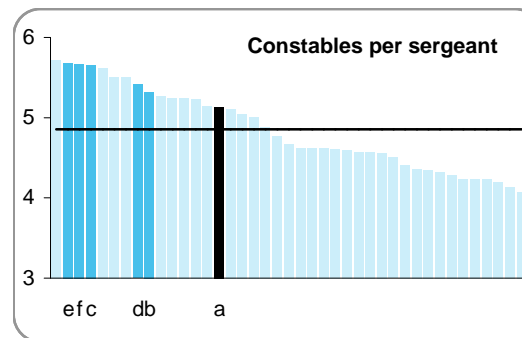
Two further charts show numbers of constables (and PCSOs) per sergeant giving an indication of the supervision requirement for each sergeant.



	FTE	%	Avg
ACPO	6	0.1%	0.2%
Chief superintendent	23	0.3%	0.3%
Superintendent	56	0.7%	0.6%
Chief inspector	96	1.2%	1.2%
Inspector	347	4.2%	4.5%
Sergeant	1,137	13.7%	14.2%
Constable	5,833	70.1%	68.5%
PCSO	818	9.8%	10.5%
Force total	8,317	100.0%	100.0%

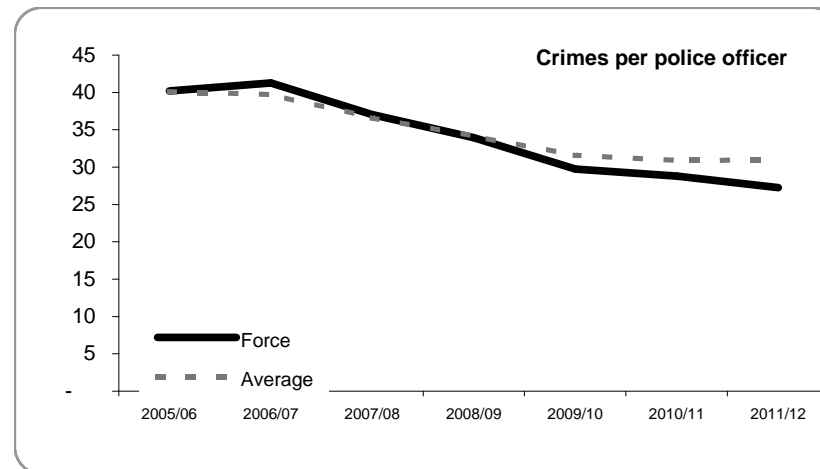
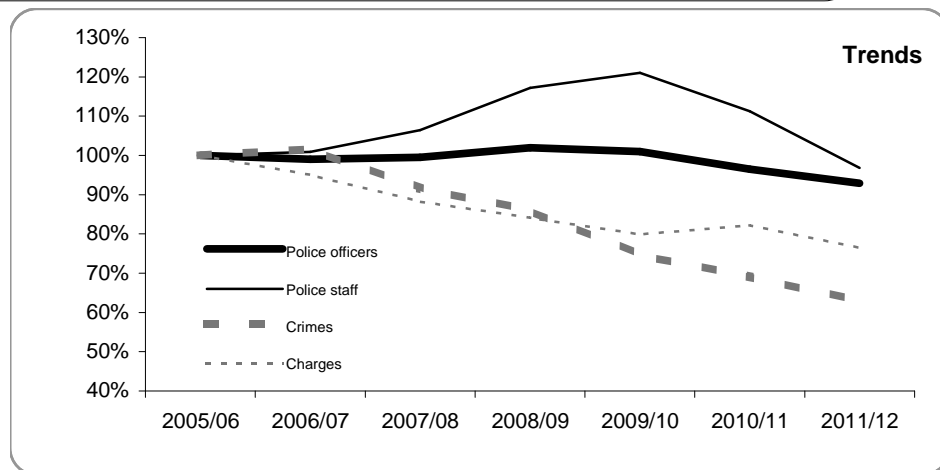
Constables per sergeant	5.1	4.9
Const. & PCSOs per Sergeant	5.9	5.6

Source: ADR 502 March 2012



WORKFORCE & CRIME TRENDS

These charts compare trends of all officers and total crime excluding fraud and forgery. Charges data also exclude fraud and forgery. We have opted to show totals in order to maintain both consistency and better data quality over time. Note: PCSO are not shown. These charts should be used to highlight relative changes rather than absolute values.

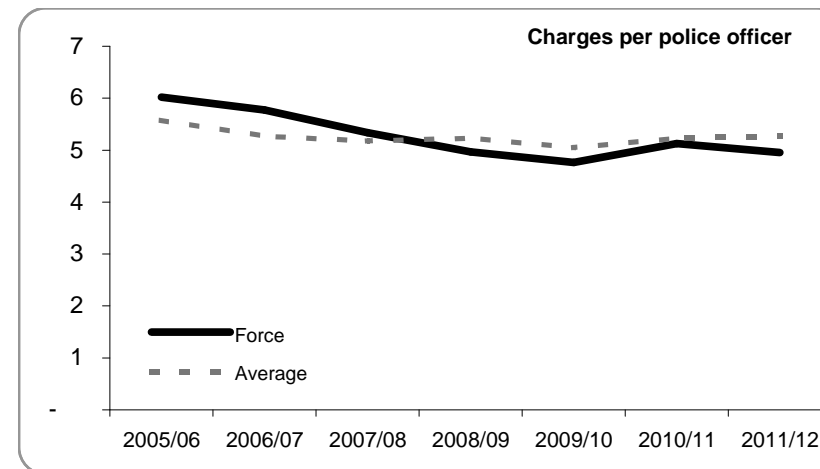


	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Police officers	8,071	7,992	8,034	8,232	8,148	7,791	7,498
Police staff	3,470	3,501	3,693	4,068	4,199	3,861	3,360
All crime ex F&F	324,606	329,932	297,471	279,442	242,435	224,261	204,319
Charges ex F&F	48,588	46,161	42,873	40,875	38,809	39,960	37,147

Crimes/officer	40	41	37	34	30	29	27
National Avg	40	40	37	34	32	31	31

Charges/officer	6.0	5.8	5.3	5.0	4.8	5.1	5.0
National Avg	5.6	5.3	5.2	5.2	5.0	5.2	5.3

% crime victim-based			88.0%	88.0%	87.2%	87.1%
National Avg			88.1%	87.7%	87.5%	87.6%



Source: ADR 502 March 2012 and Home Office Crime :08/09

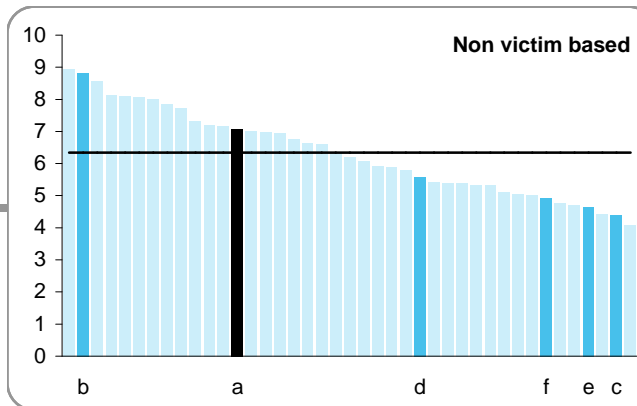
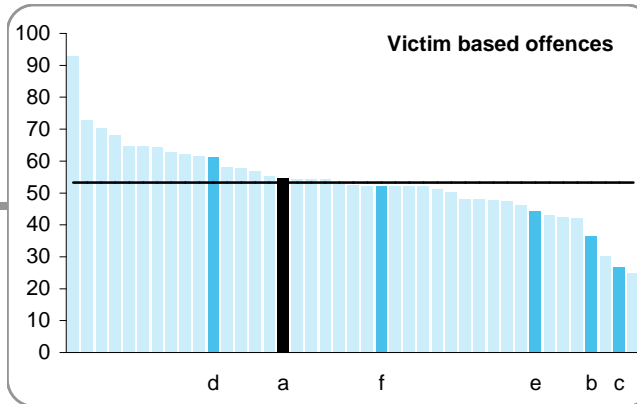
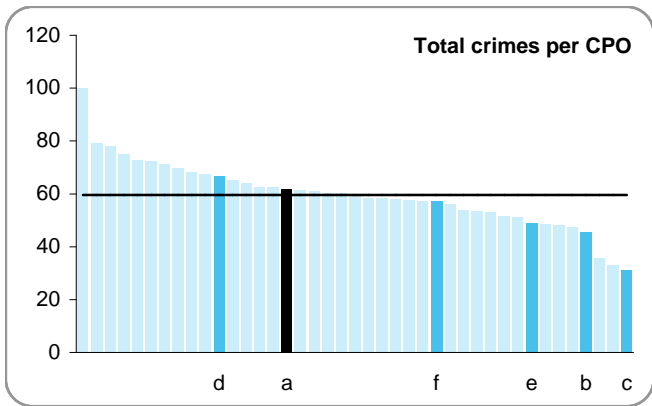
Greater Manchester

COMMUNITY POLICE OFFICERS AND CRIME

March 2012 workforce, 2011/12 crime

These charts show numbers of police officers allocated to community duties in relation to the amount of crime in the force. While police officers are not just dealing with crime, the numbers of crimes per police officer allocated to CPO (Community police officers - see Workforce Summary) gives some indication of how busy these officers are compared to their peer group of forces.

Detail on crime can be found in section two.



Community police officers	3,316
Total police officers	7,498

Crime	N	per CPO	Avg	per all PO's	Avg
Victim based	180,847	55	53	24	28
Non victim based	23,472	7	6	3	3
Total exc fraud	204,319	62	60	27	31

Source: ADR 601 March 2012

Source: Home Office Crime Statistics 2011/12

Greater Manchester

Force breakdown against group average - staff
POA 12/13 ESTIMATES

Population 2,629k

	Budgeted staff FTE			Staff per head FTE / 1,000 pop			Group average FTE / 1,000 pop			Diff from group FTE			% of total PO+PS	
	PO	PS	Total	PO	PS	Total	PO	PS	Total	PO	PS	Total	Force	Group
Neighbourhood	1,414	798	2,212	0.54	0.30	0.84	0.46	0.31	0.77	199	-14	185	19%	18%
Incident response	1,538	0	1,538	0.58	0.00	0.58	0.73	0.00	0.73	-394	0	-394	13%	18%
Local investigation	1,372	86	1,458	0.52	0.03	0.55	0.34	0.02	0.37	466	27	494	13%	9%
Other	248	46	294	0.09	0.02	0.11	0.09	0.02	0.11	24	-11	14	3%	3%
Local policing	4,572	929	5,501	1.74	0.35	2.09	1.63	0.35	1.98	296	2	298	48%	47%
Dealing with the public	183	688	871	0.07	0.26	0.33	0.07	0.28	0.36	-8	-55	-63	8%	9%
Road policing	335	70	405	0.13	0.03	0.15	0.11	0.02	0.12	50	28	78	4%	3%
Specialist operations	551	86	637	0.21	0.03	0.24	0.18	0.02	0.20	90	31	121	6%	5%
Intelligence	368	132	500	0.14	0.05	0.19	0.12	0.08	0.20	53	-83	-30	4%	5%
Investigations	822	183	1,005	0.31	0.07	0.38	0.30	0.07	0.37	46	-12	34	9%	9%
Investigative support	17	278	295	0.01	0.11	0.11	0.01	0.09	0.09	2	51	53	3%	2%
Custody	111	200	311	0.04	0.08	0.12	0.05	0.08	0.13	-25	-7	-32	3%	3%
Other	29	432	461	0.01	0.16	0.18	0.02	0.18	0.20	-22	-39	-61	4%	5%
Criminal justice	140	632	772	0.05	0.24	0.29	0.07	0.26	0.33	-47	-45	-93	7%	8%
ICT	0	151	151	0.00	0.06	0.06	0.00	0.05	0.06	-1	7	5	1%	1%
Human resources	41	174	215	0.02	0.07	0.08	0.00	0.06	0.06	31	19	51	2%	1%
Training	140	71	211	0.05	0.03	0.08	0.04	0.03	0.07	32	-3	29	2%	2%
Other	101	781	882	0.04	0.30	0.34	0.04	0.30	0.35	-12	-18	-30	8%	8%
Support functions	282	1,176	1,458	0.11	0.45	0.55	0.09	0.45	0.53	50	5	55	13%	13%
Police authority	0	0	0	0.00	0.00	0.00	0.00	0.00	0.00	8	-1	7	0%	0%
Central costs	0	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0	0	0	0%	0%
Total exc national	7,270	4,174	11,444	2.76	1.59	4.35	2.56	1.62	4.18	539	-78	461	100%	100%
National policing	338	171	509	0.13	0.07	0.19	0.09	0.04	0.13	99	71	169		
Total	7,608	4,345	11,953	2.89	1.65	4.55	2.65	1.66	4.31	637	-7	630		

Source: POA estimates 2012/13

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

**Force breakdown against group average - cost
POA 12/13 ESTIMATES**

Population 2,629k

	Budgeted spend £m	Spend per head		Diff from group £m	% of total		% PO *	
		Force	Group		Force	Group	Force	Group
Neighbourhood	98.6	37.5	31.5	15.6	16%	15%	71%	71%
Incident response	82.3	31.3	36.4	-13.3	14%	17%	95%	99%
Local investigation	76.3	29.0	18.0	28.9	13%	8%	91%	96%
Other	14.3	5.4	7.2	-4.7	2%	3%	85%	71%
Local policing	271.4	103.2	93.1	26.5	45%	43%	85%	84%
Dealing with the public	33.1	12.6	12.8	-0.5	6%	6%	28%	28%
Road policing	17.1	6.5	5.7	2.2	3%	3%	83%	84%
Specialist operations	25.1	9.6	10.6	-2.9	4%	5%	81%	82%
Intelligence	24.0	9.1	8.9	0.6	4%	4%	77%	67%
Investigations	49.9	19.0	18.3	1.7	8%	9%	83%	76%
Investigative support	15.3	5.8	5.6	0.6	3%	3%	5%	5%
Custody	16.6	6.3	7.1	-2.1	3%	3%	37%	42%
Other	18.4	7.0	6.4	1.5	3%	3%	8%	13%
Criminal justice	34.9	13.3	13.5	-0.6	6%	6%	21%	28%
ICT	19.5	7.4	8.0	-1.5	3%	4%	0%	0%
Human resources	8.0	3.0	2.5	1.5	1%	1%	26%	5%
Training	9.4	3.6	3.5	0.3	2%	2%	0%	0%
Other	68.5	26.1	24.5	4.0	11%	11%	16%	18%
Support functions	105.4	40.1	38.4	4.3	18%	18%	13%	13%
Police authority	2.6	1.0	0.9	0.3	0%	0%	0%	0%
Central costs	21.9	8.3	7.0	3.4	4%	3%	0%	0%
Total exc national	600.7	228.5	214.9	35.7	100%	100%	60%	60%
National policing	22.7	8.6	7.1	4.1				
Total	623.4	237.1	221.9	39.8				

* PO salaries + overtime as
% of gross expenditure

Source: POA estimates 2012/13

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

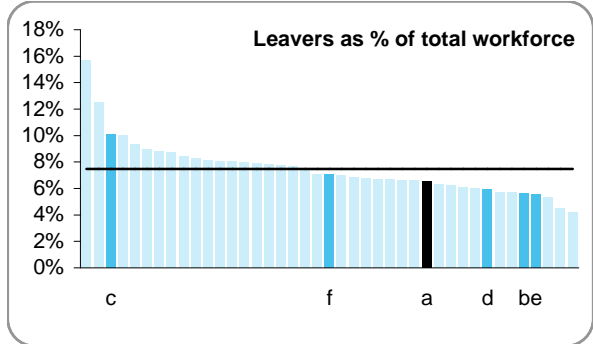
LEAVERS

2011-12

These charts show the percentage of the workforce that left the force between 31st March 2011 and 2012; using 31st March 2011 as the baseline.

Officers are broken down into those who transferred or left the service. Because of the current financial climate, we have costed the salary impact of staff leaving the service. However, PCSOs leaving forces may return as police officers.

NB: The leavers figures are FTE.



	Strength *	Leavers	% Force	Avg Salary £m	
Police officers	7,791				
Exc transfers		271	3.5%	4.8%	
Transfers		18	0.2%	0.3%	
Leaving force		289	3.7%	5.1%	14.3
PCSO	837	42	5.0%	6.4%	1.2
Police staff	3,861	481	12.5%	11.4%	15.3
Force total	12,489	813	6.5%	7.5%	30.8

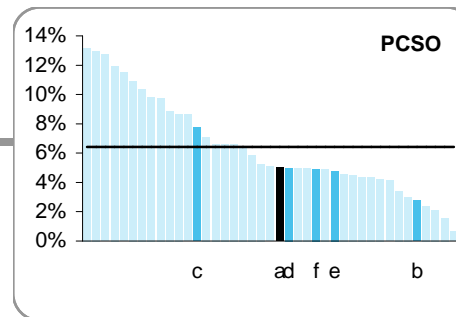
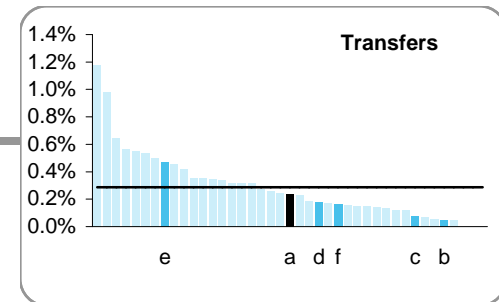
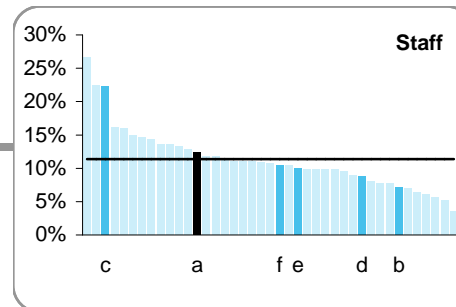
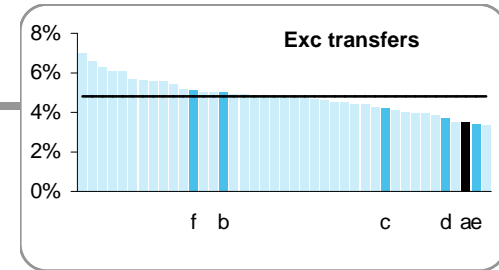
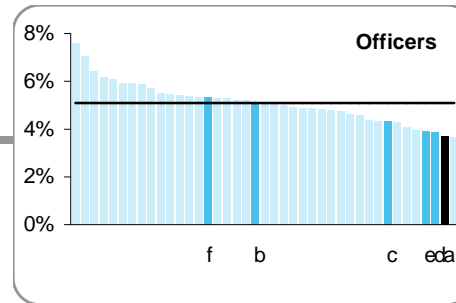
* as at Mar 11

All leavers

Source: ADR531 (as at 31/03/12)

Source: ADR531 (as at 31/09/11)

Source: ADR502 (as at 31/03/11)

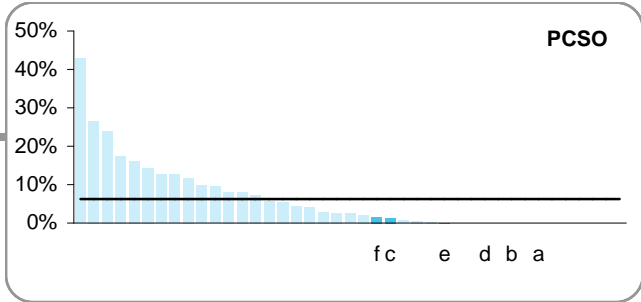
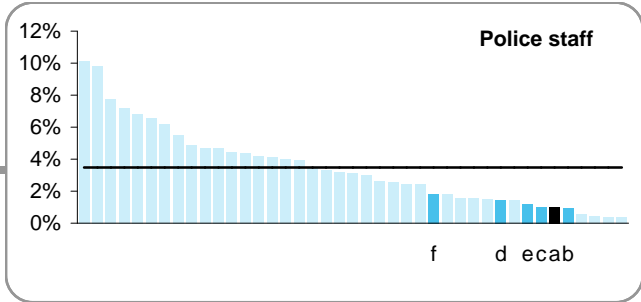
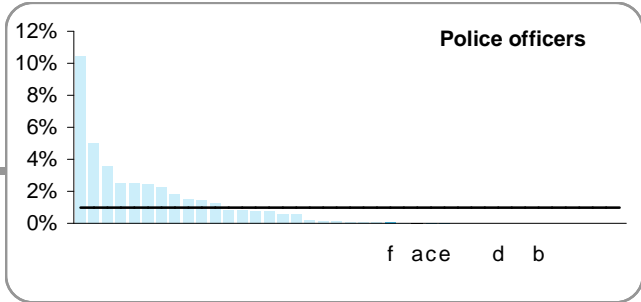
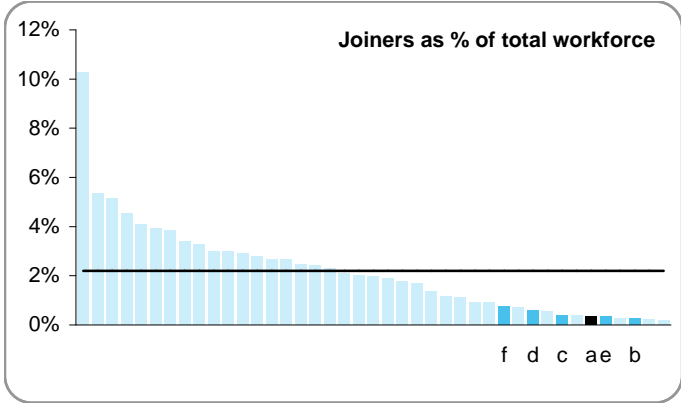


JOINERS

2011-12

These charts show the percentage of the workforce that joined the force in 2011/12, against a baseline of 2010/11.

NB: The joiners figures are FTE.



	Strength*	Joiners	%	Avg
Police officers	7,791	3	0.0%	1.0%
PCSO	837	0	0.0%	6.2%
Police staff	3,861	39	1.0%	3.5%
Overall	12,489	42	0.3%	2.2%

* as at Mar 11

Source: ADR521 & ADR 502 (as at 31/03/12 and 30/09/2011)

SICKNESS & RECUPERATIVE RESTRICTED

March 2012

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

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

NB: The gaps towards the left of some charts indicate that data is not available or has not been included; absence above 12% of the workforce and zero absence have been excluded.

	Strength *	FTE	%	Avg
Officers	7,498			
Long term absence		127	1.7%	1.7%
Sickness absence		123	1.6%	2.1%
PCSO	818			
Long term absence		12	1.5%	1.7%
Sickness absence		14	1.7%	2.0%
Staff	3,360			
Long term absence		78	2.3%	1.7%
Sickness absence		64	1.9%	2.1%

* as at Mar 12

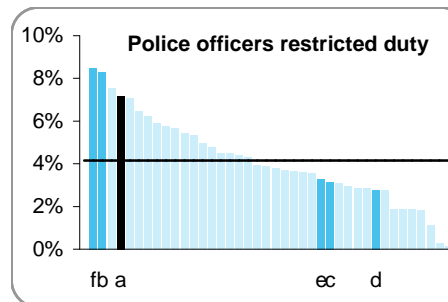
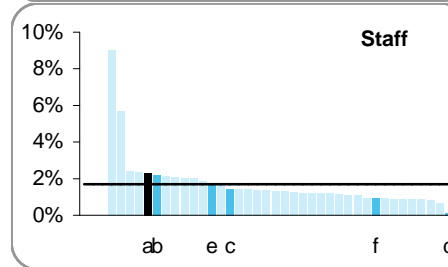
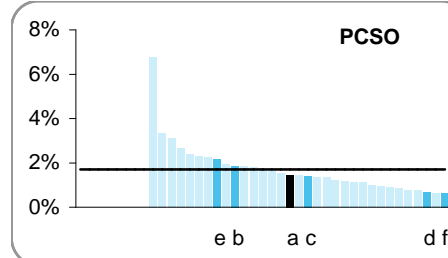
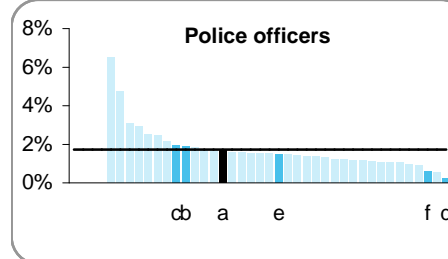
Long term absence: 2010/11-Q4

Officers	7,498			
Recuperative		147	1.9%	2.1%
Restricted		559	7.2%	4.2%

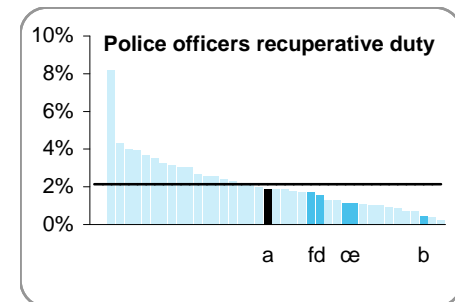
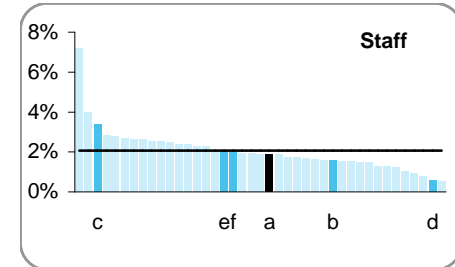
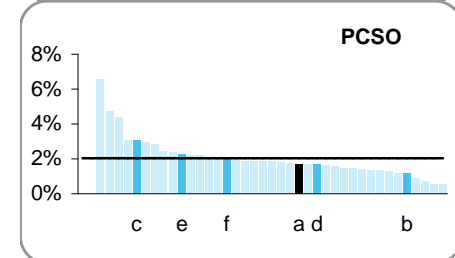
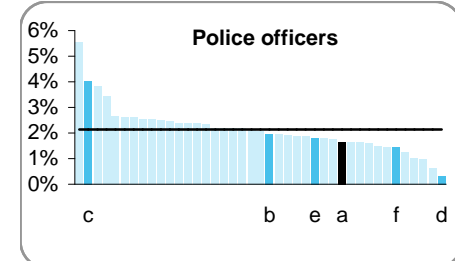
Source: ADR 502, 551 and 554 (as at 31/03/12)

ADR 554 figures are headcount not FTE

Long-term absence



Short and medium term absence



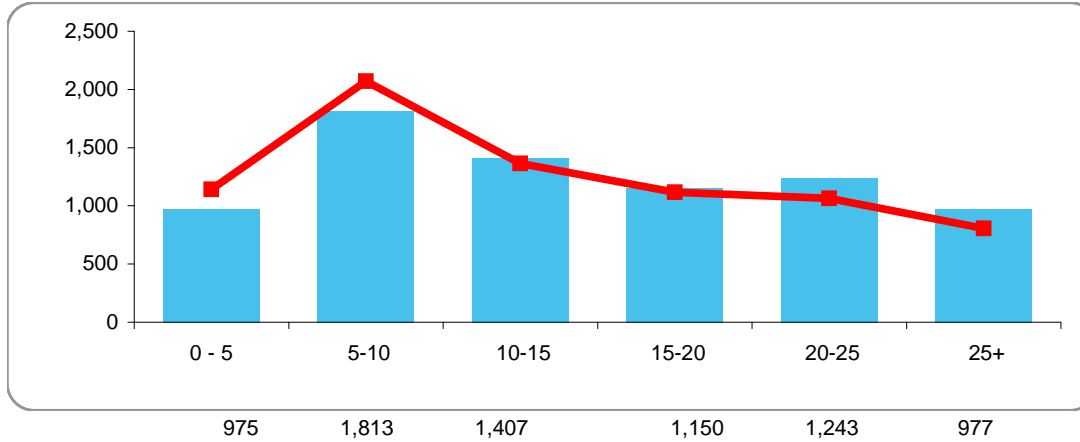
Greater Manchester

POLICE OFFICERS LENGTH OF SERVICE

These charts show the number of officers by length of service. A more detailed breakdown of 25 – 30 years is provided for planning purposes, shown by projected retirement dates. Salary costs are presented using the average cost of a police officer.

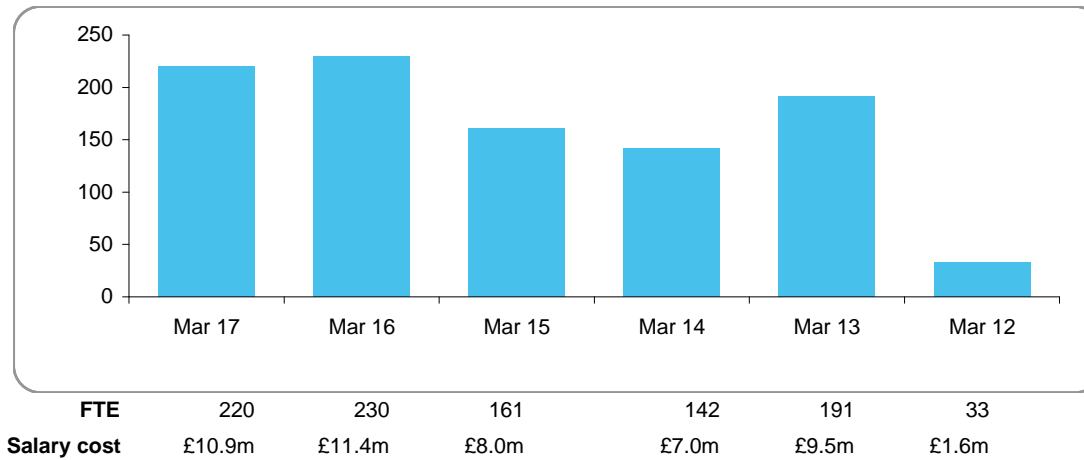
ALL OFFICERS

National average 



Total
7,565

25 YEARS OR MORE - Projected retirement



Total
977
£48.4m

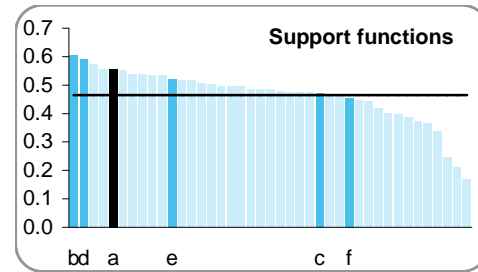
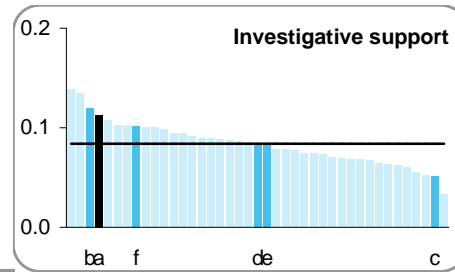
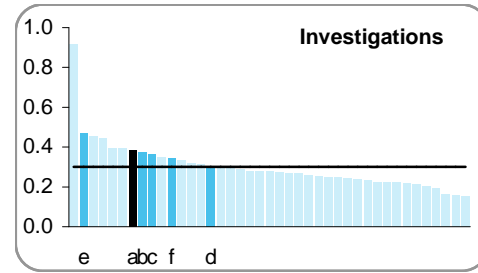
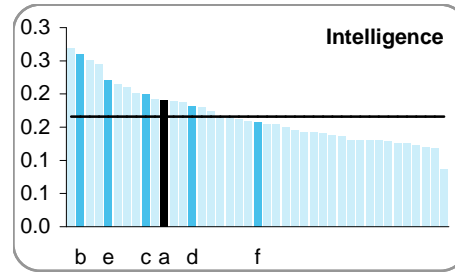
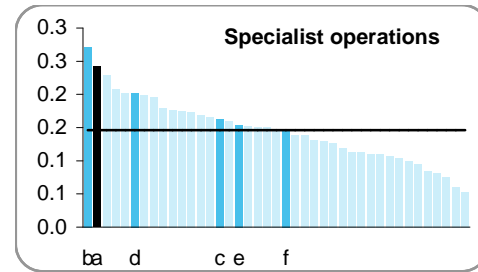
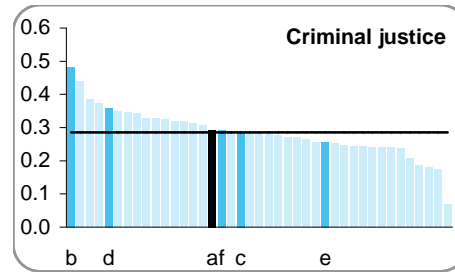
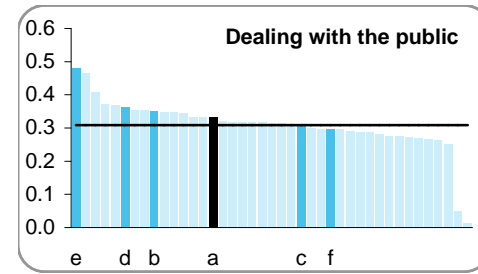
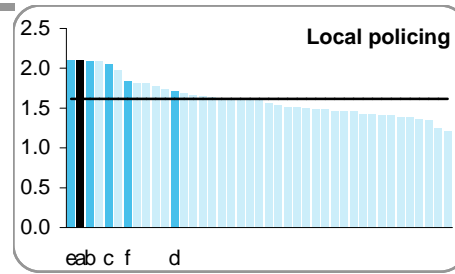
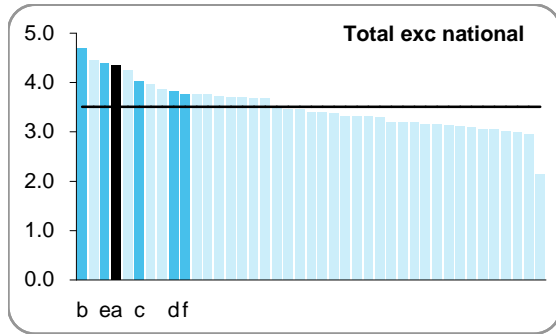
Source: ADR 582 (as at 31/03/12)

Greater Manchester

WORKFORCE BY FUNCTION

Budgeted FTE 2012/13 per 1,000

These charts show the workforce costs by function in terms of FTE per 1,000 population. For definitions of the workforce categories, please refer to Appendix 2.



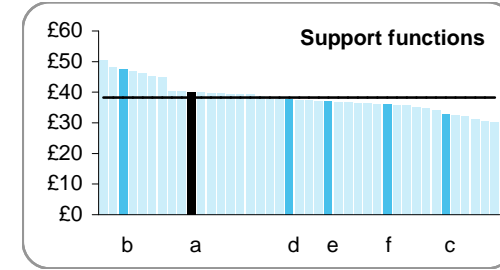
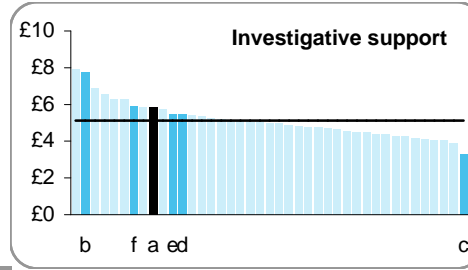
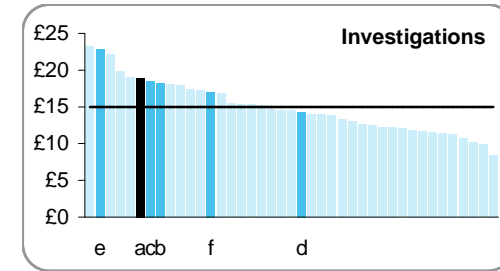
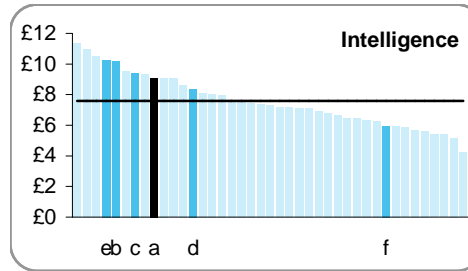
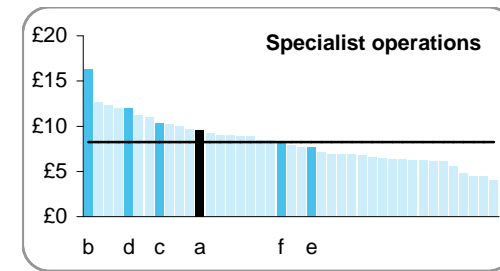
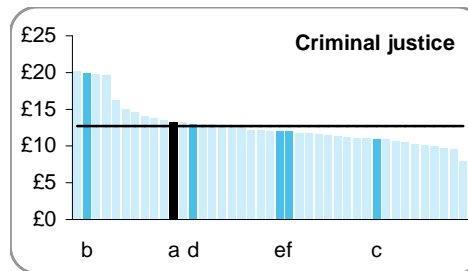
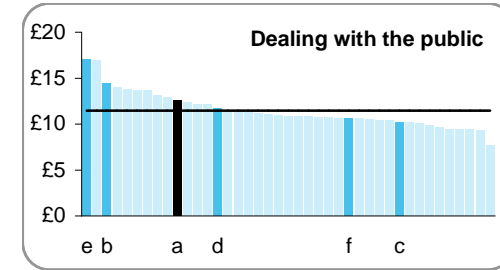
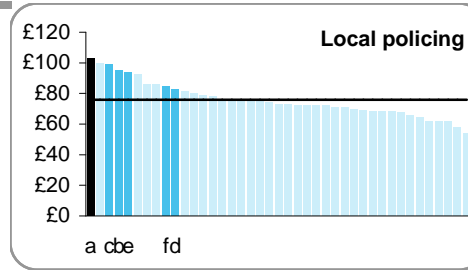
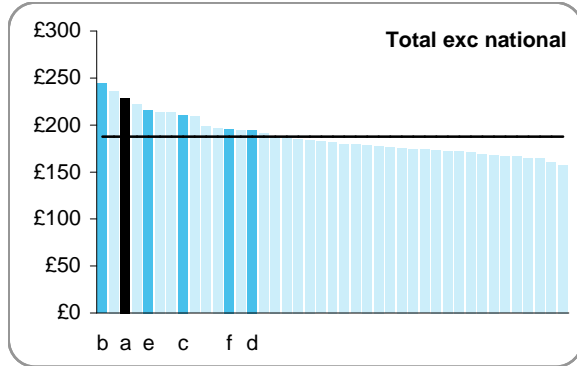
Source: POA estimates 2012/13

Greater Manchester

NET REVENUE EXPENDITURE BY FUNCTION

Cost per head of population by function

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



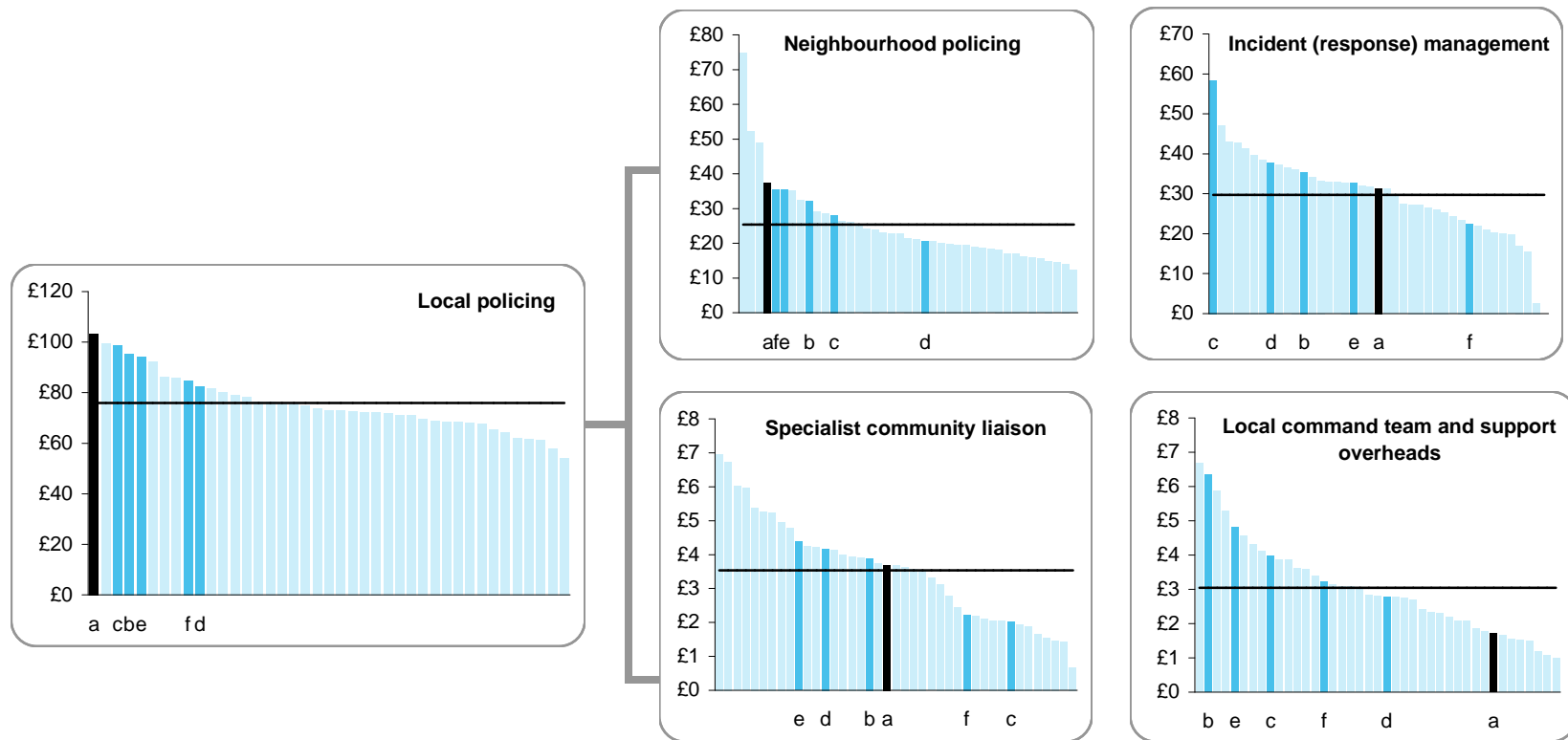
Population 2,629k

			Averages		Diff £m	
	£m	£/head	All	MSG	All	MSG
Local policing	271.4	103.2	75.9	93.1	71.8	26.5 <<
Dealing with the public	33.1	12.6	11.5	12.8	2.9	-0.5
Criminal justice	34.9	13.3	12.7	13.5	1.4	-0.6
Road policing	17.1	6.5	5.8	5.7	2.0	2.2
Specialist operations	25.1	9.6	8.2	10.6	3.4	-2.9
Intelligence	24.0	9.1	7.6	8.9	4.0	0.6
Investigations	49.9	19.0	15.0	18.3	10.5	1.7
Investigative support	15.3	5.8	5.1	5.6	1.9	0.6
Support functions	105.4	40.1	38.3	38.4	4.8	4.3
Police authority	2.6	1.0	1.2	0.9	-0.6	0.3
Central costs	21.9	8.3	6.4	7.0	5.1	3.4
Total exc national	600.7	228.5	187.7	214.9	107.2	35.7 <<
National policing	22.7	8.6	3.7	7.1	12.9	4.1 <<
Total	623.4	237.1	191.4	221.9	120.1	39.8 <<

Source: POA estimates 2012/13

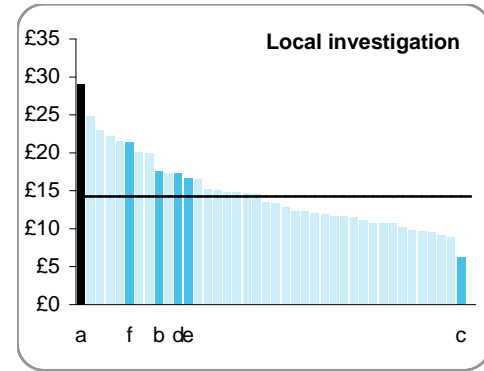
Greater Manchester

LOCAL POLICING including local investigation/ prisoner processing
Objectives – cost per head of population



Population 2,629k

	Averages				Diff £m		% PO * MSG	
	£m	£/head	All	MSG	All	MSG	% PO *	MSG
Neighbourhood policing	98.6	37.5	25.4	31.5	31.8	15.6	71%	71%
Incident (response) managemen	82.3	31.3	29.7	36.4	4.2	-13.3	95%	99%
Local Investigation	76.3	29.0	14.3	18.0	38.8	28.9	91%	96%
Specialist community liaison	9.7	3.7	3.5	3.4	0.4	0.8	84%	81%
Command team & support	4.6	1.7	3.0	3.8	-3.4	-5.5	86%	67%
Total local policing	271.4	103.2	75.9	93.1	71.8	26.5	85%	84%
Total exc local investigation	195.1	74.2	61.7	75.1	33.0	-2.4	82%	84%

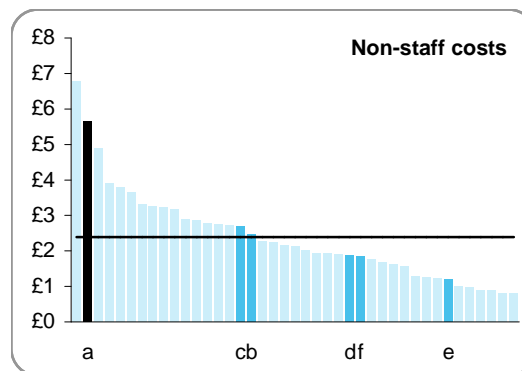
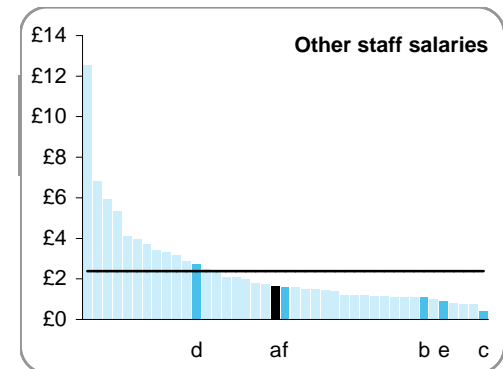
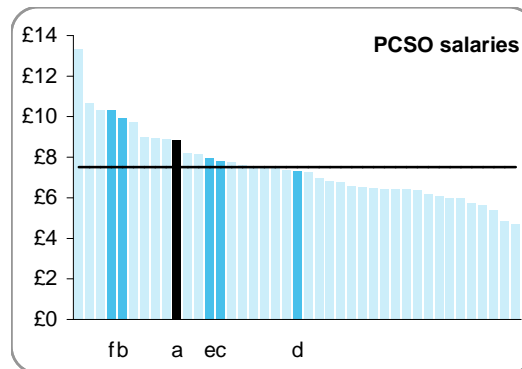
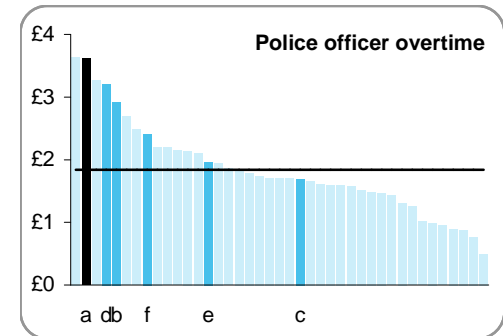
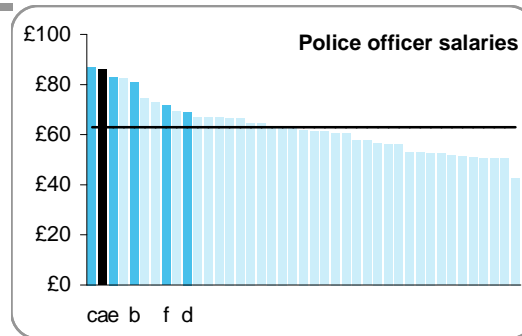
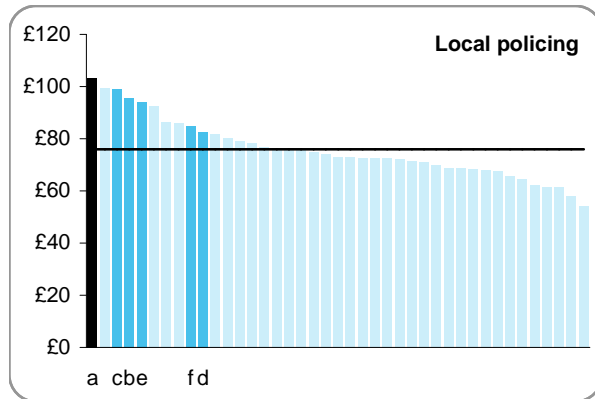


Source: POA estimates 2012/13

* PO salaries + overtime as % of gross expenditure

LOCAL POLICING

Use of resources



Staffing	FTE	FTE/1000	Averages	
			All	MSG
Police officers	4,572	1.74	1.28	1.63
PCSOs	793	0.30	0.25	0.30
Police staff	136	0.05	0.08	0.05

Diff FTE	
All	MSG
1,208	296
124	-6
-82	8

Expenditure	£m	£/head	Averages	
			All	MSG
PO salaries	226.0	86.0	62.9	79.6
PO overtime	9.5	3.6	1.8	2.6
PCSOs	23.3	8.9	7.5	8.7
Police staff	4.3	1.7	2.4	1.4
Non-staff costs	14.9	5.7	2.4	2.6
Income	-6.6	-2.5	-1.2	-1.9
Total cost	271.4	103.2	75.9	93.1

Diff FTE	
All	MSG
60.5	16.7
4.7	2.6
3.5	0.3
-2.0	0.6
8.6	8.0
-3.4	-1.7
71.8	26.5

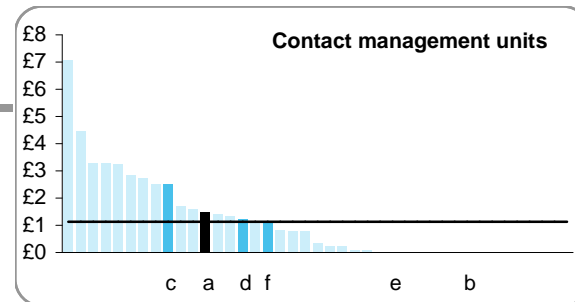
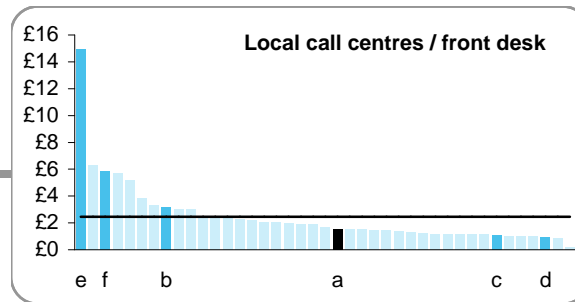
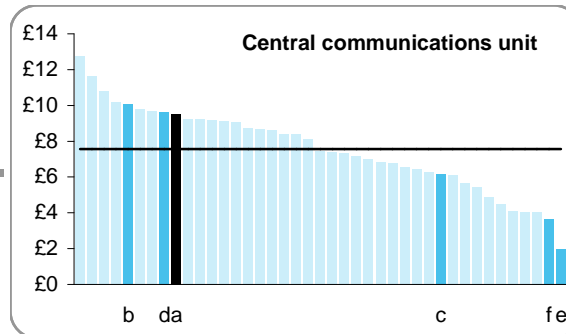
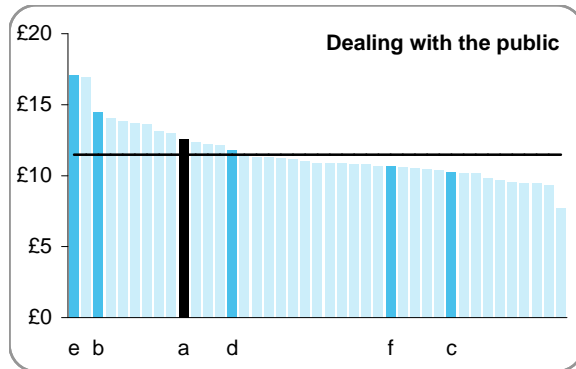
Cost/fte	Averages	
	All	MSG
Police officers	£49k	£49k
PCSOs	£29k	£29k
Staff	£31k	£28k

Diff FTE	
All	MSG
1.1	2.3
-0.2	0.5
0.4	0.4

Source: POA estimates 2012/13
HMIC

DEALING WITH THE PUBLIC

Objectives – cost per head of population



Population 2,629k

	Averages			
	£m	£/head	All	MSG
Central communications unit	25.0	9.5	7.6	6.8
Local call centres/front desk	3.9	1.5	2.4	4.6
Contact management units	3.9	1.5	1.1	1.1
Command team & support	0.2	0.1	0.3	0.3
Total dealing with the public	33.1	12.6	11.5	12.8

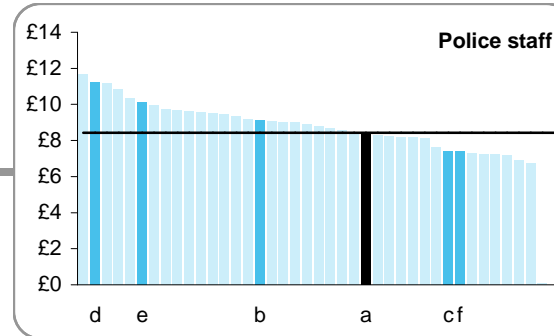
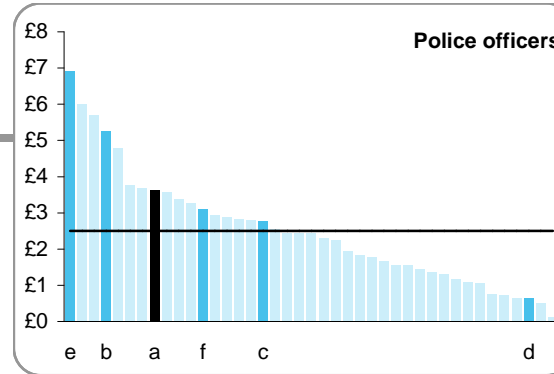
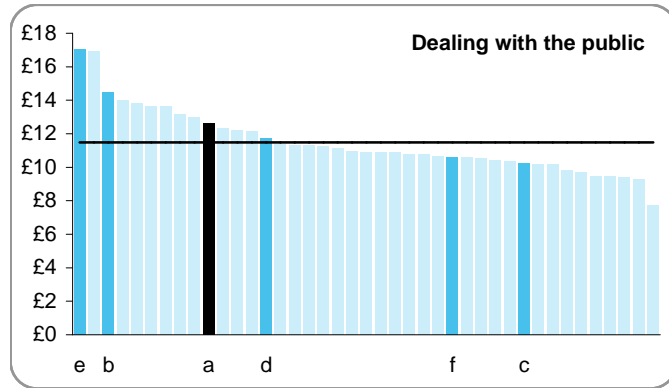
Source: POA estimates 2012/13

Diff £m	
All	MSG
5.1	7.1
-2.5	-8.1
0.9	1.1
-0.6	-0.6
2.9	-0.5

% PO	MSG
27%	21%
0%	22%
64%	30%
82%	38%
28%	28%

DEALING WITH THE PUBLIC

Use of resources



Staffing	Averages		Diff FTE	
	FTE	FTE/1000	All	MSG
Police officers	183	0.07	0.04	0.07
Police Staff	688	0.26	0.26	0.28

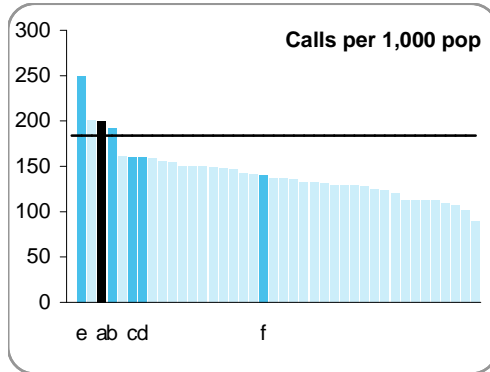
Expenditure	Averages		Diff FTE	
	£m	£/head	All	MSG
Police officers	9.5	3.6	2.5	3.7
Police staff +PCSO	21.9	8.3	8.4	8.9
Non-staff costs	2.4	0.9	0.6	0.2
Income	-0.7	-0.3	-0.1	-0.1
Total cost	33.1	12.6	11.5	12.8

Cost/fte	Averages		Diff FTE	
	£m	£/head	All	MSG
Police officers	£49k	£55k	£50k	£50k
Police Staff	£31k	£31k	£31k	£31k

Source: POA estimates 2012/13

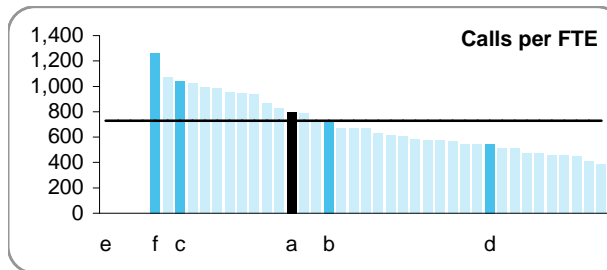
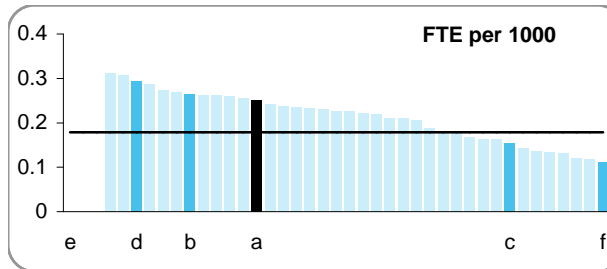
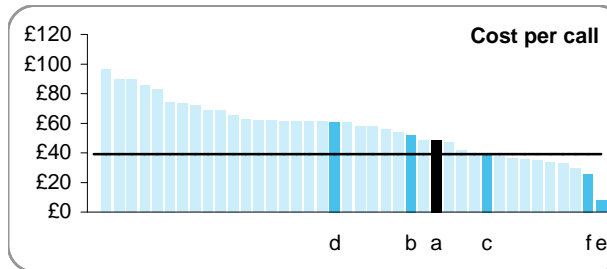
999 CALLS
2011/12

Data taken from ADR 441, showing the number of calls per 1,000 population and per staff within central communications units (CCU) and also within CCU + Front Desk combined to account for differences in force structure. Cost per call is calculated using the same function.



Population	2,629k
Calls received	525,110

Central communications unit only



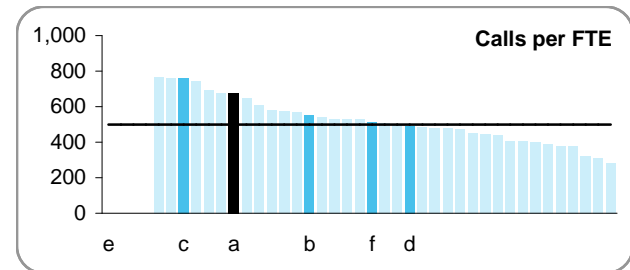
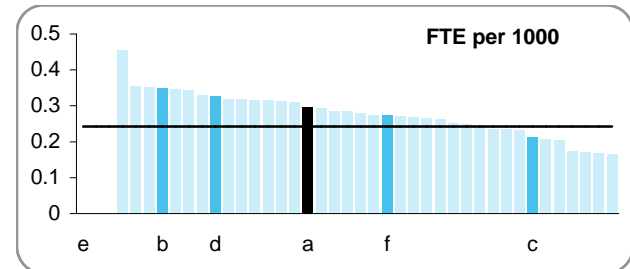
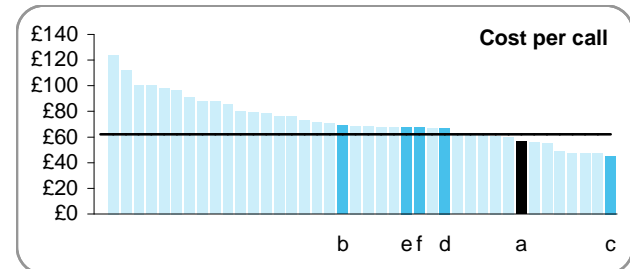
FTE staff	660
Gross cost	£25.5m

	Avg	
FTE/1000 pop	0.25	0.18
Calls per FTE	796	728
Calls per 1000	200	184

Cost per call	£49	£39
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Source: POA data

CCU + Front Desk



FTE staff	778
Gross cost	£29.6m

	Avg	
FTE/1000 pop	0.30	0.24
Calls per FTE	675	499
Calls per 1000	200	184

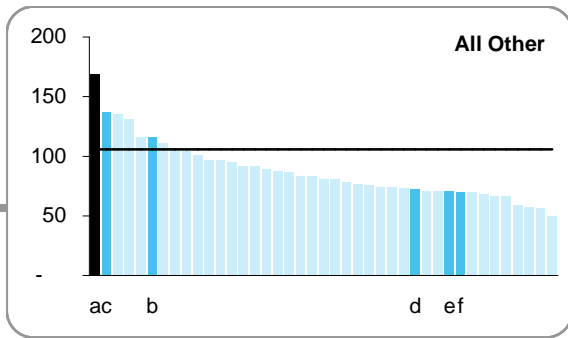
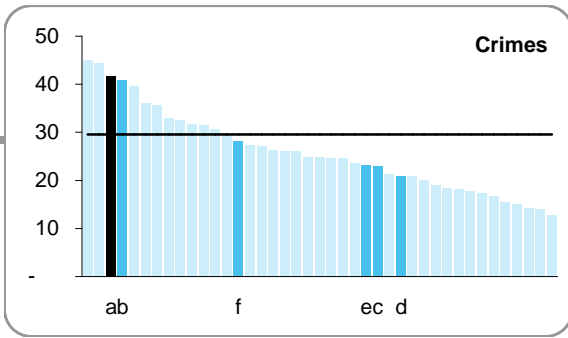
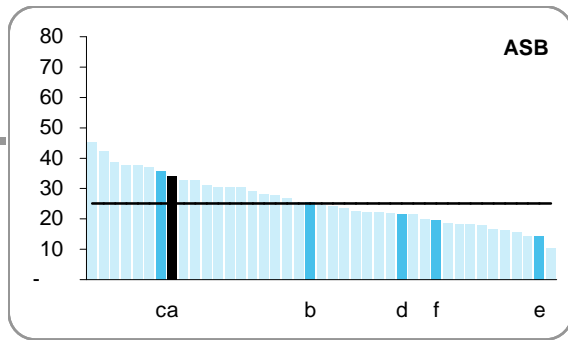
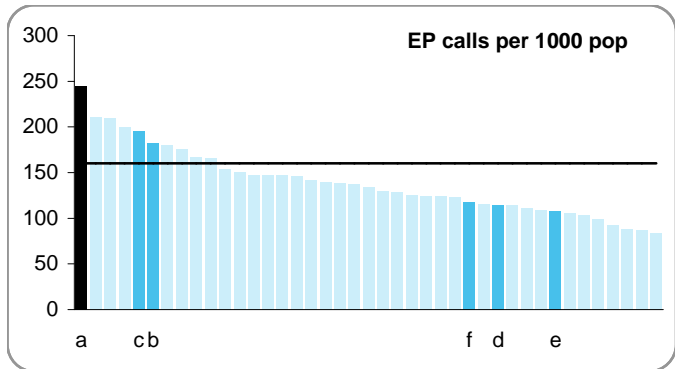
Cost per call	£56	£62
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Source: ADR 441

EMERGENCY & PRIORITY (EP) CALLS PER POPULATION

2011-12

Number of emergency (aim to arrive within 15 minutes in urban and 20 minutes in rural areas) and priority (aim to arrive within 60 minutes) graded closing incident codes, showing incidents per population.



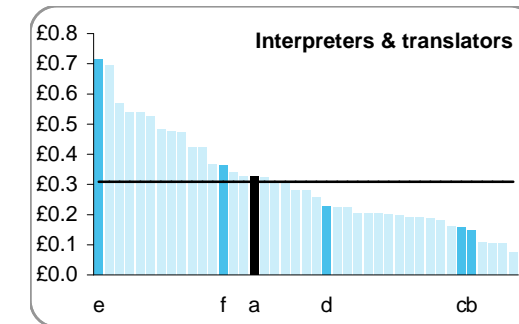
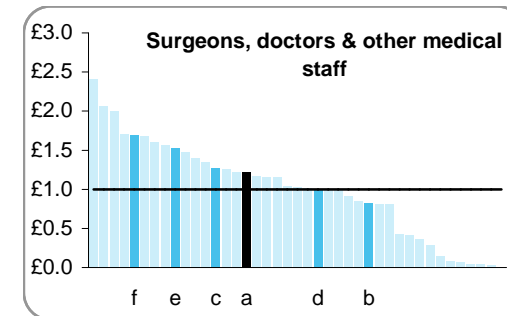
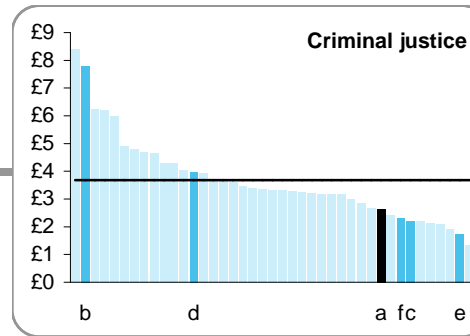
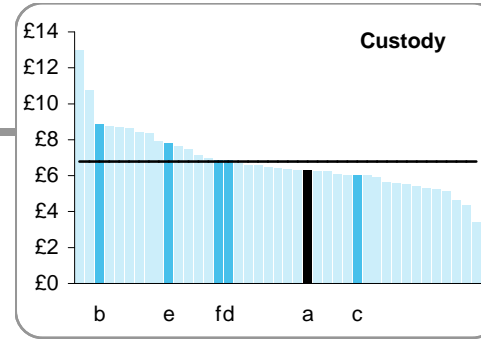
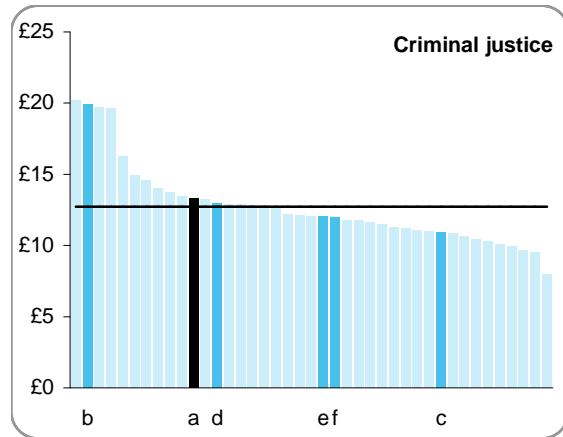
Population 2,629k

Calls

	Calls	Calls/1000	MSG Avg
ASB	89,275	34	25
Crimes	109,327	42	30
All Other	444,723	169	106
EP Total	643,325	245	160

CRIMINAL JUSTICE ARRANGEMENTS

Objectives – cost per head of population



Population 2,629k

			Averages		Diff £m		% PO MSG	
	£m	£/head	All	MSG	All	MSG	All	MSG
Custody *	16.6	6.3	6.8	7.1	-1.3	-2.1	37%	42%
Criminal justice	6.9	2.6	3.7	3.4	-2.8	-2.2	11%	18%
Police national computer	2.3	0.9	0.8	1.1	0.0	-0.5	0%	0%
Criminal records bureau	6.2	2.3	0.4	0.7	5.1	4.2	1%	0%
Property officer / stores	0.8	0.3	0.3	0.3	0.1	0.1	0%	0%
Coroner assistance	0.9	0.3	0.2	0.3	0.3	0.1	49%	12%
Fixed penalty scheme	1.2	0.4	0.2	0.3	0.6	0.5	0%	2%
Command team & support	0.2	0.1	0.3	0.3	-0.7	-0.7	95%	59%
Total criminal justice arrangements	34.9	13.3	12.7	13.5	1.4	-0.6	21%	28%

Source: POA estimates 2012/13 * Appendix 3 lists the forces that outsource custody

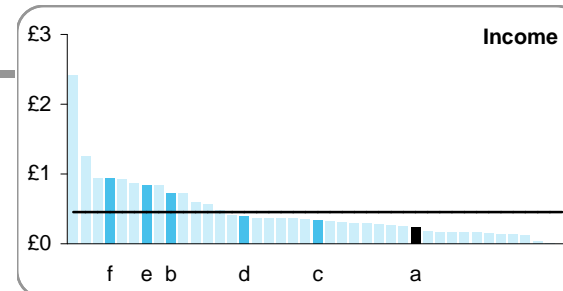
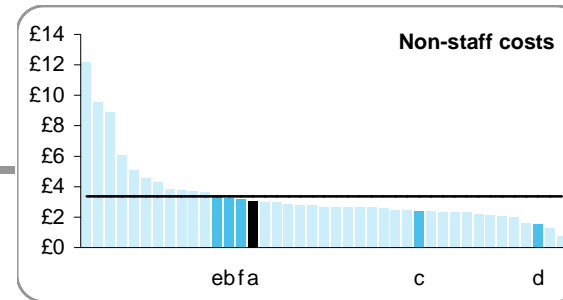
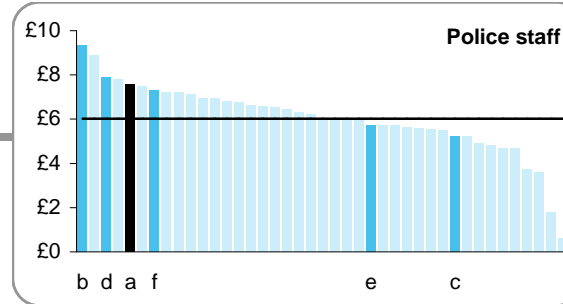
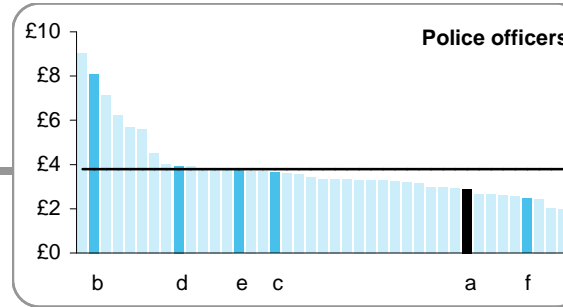
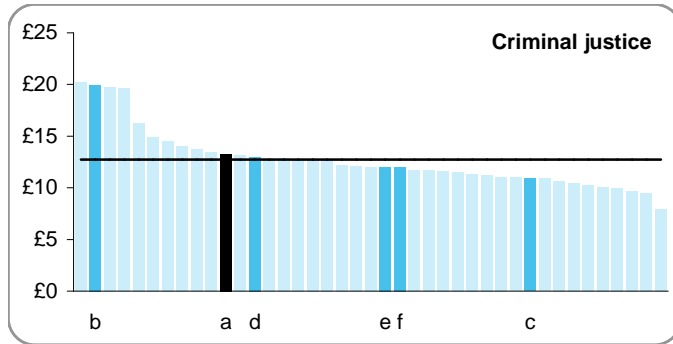
Note: Custody above includes

Surgeons, doctors & other medical	3.2	1.21	1.00	1.25	0.6	-0.1
Interpreters & translators	0.9	0.33	0.31	0.32	0.0	0.0

Source: CIPFA Police Estimates Statistics 2012-13, as POA data was incomplete within these objectives.

CRIMINAL JUSTICE ARRANGEMENTS

Use of resources



Averages					Diff FTE	
Staffing	FTE	FTE/1000	All	MSG	All	MSG
Police officers	140	0.05	0.07	0.07	-36	-47
Police Staff	632	0.24	0.22	0.26	57	-45

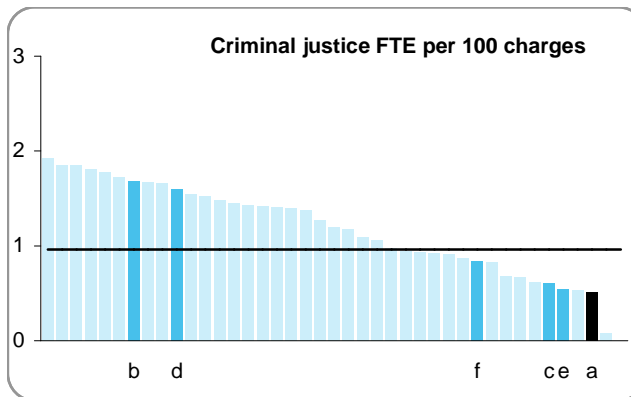
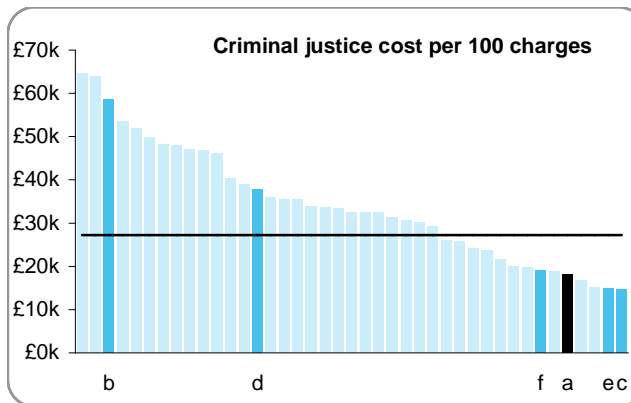
Averages					Diff £m	
Expenditure	£m	£/head	All	MSG	All	MSG
Police officers	7.6	2.9	3.8	4.1	-2.4	-3.3
Police staff +PCSO	20.0	7.6	6.0	7.2	4.2	1.1
Non-staff costs	8.0	3.0	3.4	2.8	-0.9	0.6
Income	-0.6	-0.2	-0.5	-0.6	0.6	0.9
Total cost	34.9	13.3	12.7	13.5	1.4	-0.6

Cost/FTE				Diff £m		
	All	MSG	All	MSG	All	MSG
Police officers	£49k	£55k	£55k	£55k	-0.8	-0.8
Police Staff	£31k	£27k	£27k	£28k	2.6	2.4

CRIMINAL JUSTICE

Staffing and cost compared to charges

These charts show the NRE cost of criminal justice (as opposed to criminal justice arrangements) per 100 charges. FTE within the criminal justice function is then shown per 100 charges. Crimes stated are those recorded on Crimesec3



Charges 37,968

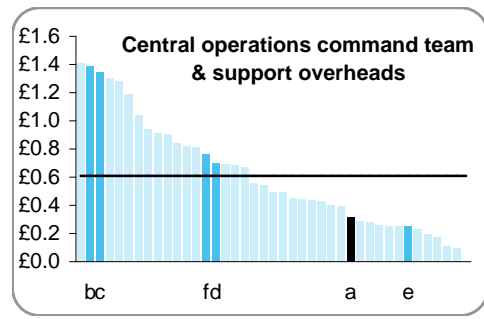
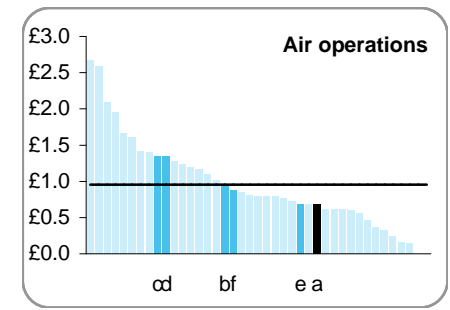
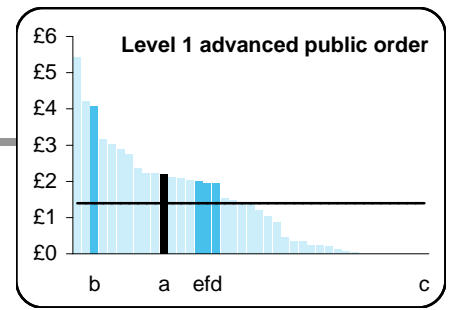
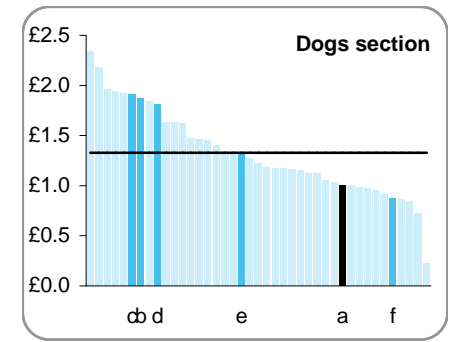
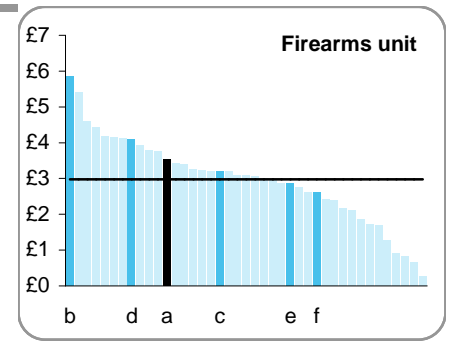
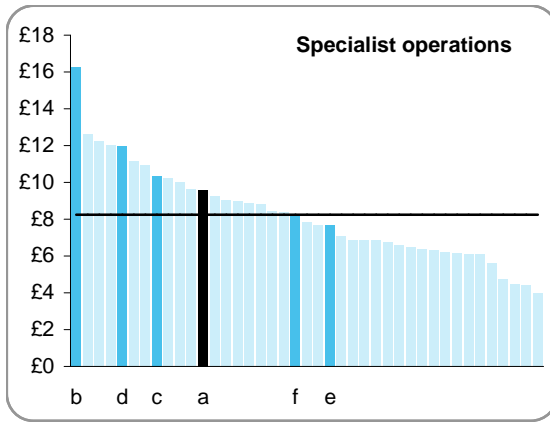
	per 100 charges	Group
Criminal justice FTE	192 0.5	1.0
Criminal justice cost	£6.9m £18k	£27k

Diff
-173
-£3.4m <<

Source: POA estimates 2012/13

SPECIALIST OPERATIONS

Objectives – cost per head of population



Population 2,629k

	Averages			
	£m	£/head	All	MSG
Firearms unit	9.3	3.5	3.0	3.7
Dogs section	2.7	1.0	1.3	1.5
Lev 1 adv public order	5.8	2.2	1.4	2.0
Air operations	1.8	0.7	1.0	1.0
Civil contingencies	2.2	0.8	0.7	0.9
Specialist terrain	0.1	0.0	0.1	0.2
Mounted police	2.0	0.8	0.2	0.6
Airports & ports	0.4	0.2	0.0	0.1
Command team & support	0.8	0.3	0.6	0.8
Total specialist operations	25.1	9.6	8.2	10.6

Diff £m	
All	MSG
1.5	-0.4
-0.8	-1.2
2.1	0.6
-0.7	-0.8
0.5	-0.1
-0.2	-0.4
1.6	0.6
0.4	0.2
-0.8	-1.3
3.4	-2.9

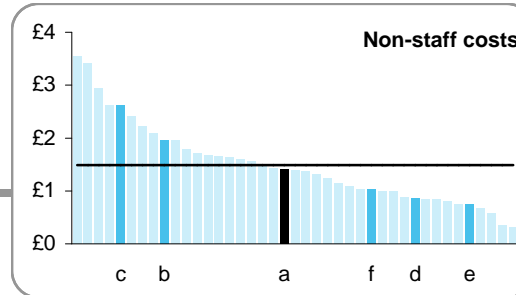
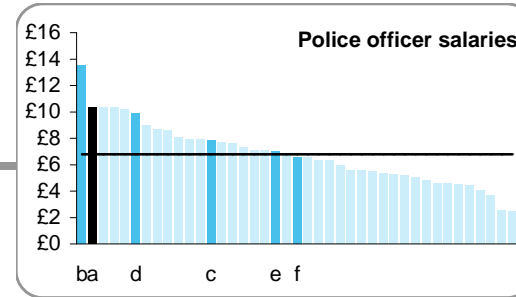
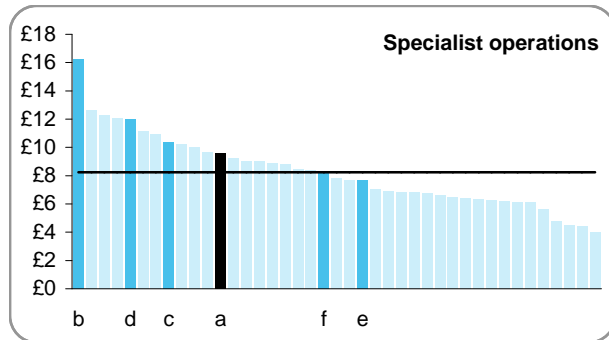
% PO	MSG
93%	94%
94%	90%
95%	98%
64%	33%
81%	77%
96%	69%
70%	58%
61%	73%
83%	72%
81%	82%

Staffing	FTE
Firearms unit	184
Dogs section	52
Lev 1 adv public order	109

HMIC Source: POA estimates 2012/13

SPECIALIST OPERATIONS

Use of resources



Staffing	Averages		Diff FTE	
	FTE	FTE/1000	All	MSG
Police officers	551	0.21	0.13	0.18
Police Staff	67	0.03	0.01	0.02

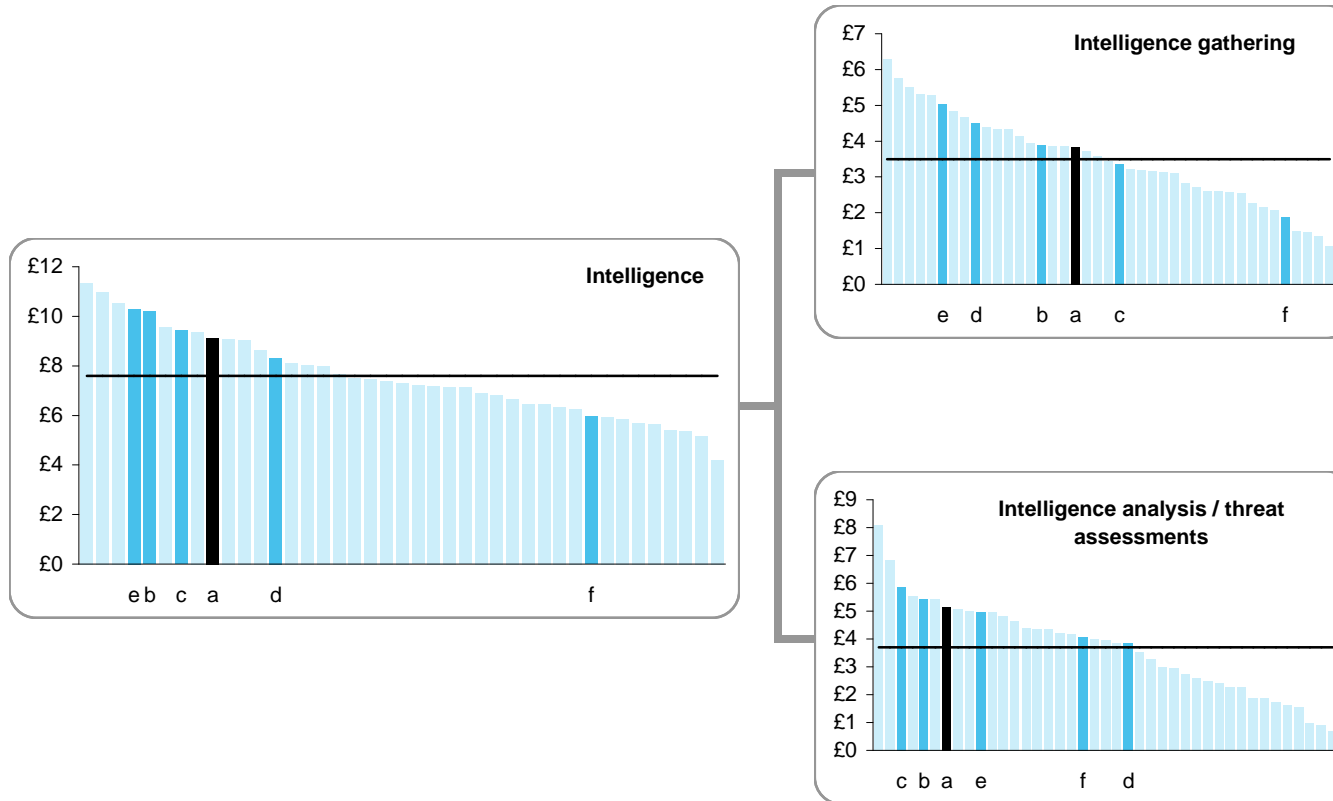
Expenditure	Averages		Diff £m	
	£m	£/head	All	MSG
PO salaries	27.2	10.4	6.8	9.2
PO overtime	0.4	0.2	0.3	0.6
Police staff	2.7	1.0	0.5	0.7
Non-staff costs	3.7	1.4	1.5	1.4
Income	-8.9	-3.4	-0.8	-1.3
Total cost	25.1	9.6	8.2	10.6

Cost/fte	Averages		Diff £m	
	£	£/head	All	MSG
Police officers	£49k	£52k	£52k	£52k
Police staff	£31k	£32k	£32k	£31k

Source: POA estimates 2012/13

INTELLIGENCE

Objectives – cost per head of population

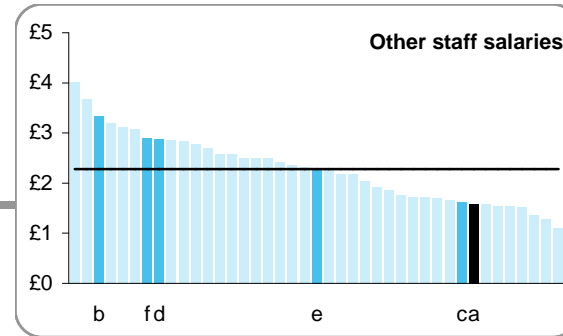
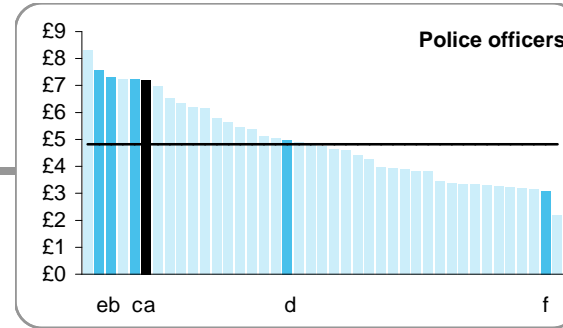
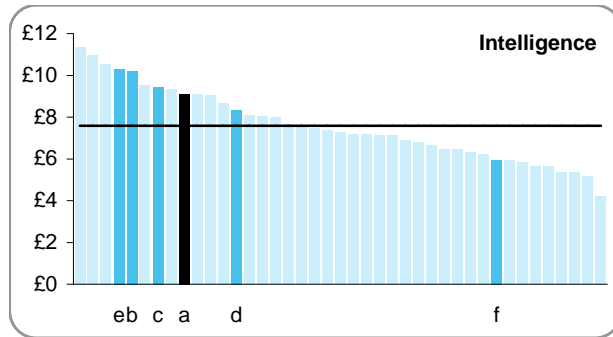


Population 2,629k

	Averages		Diff £m		% PO MSG			
	£m	£/head	All	MSG	All	MSG		
Intelligence gathering	10.1	3.8	3.5	3.7	0.9	0.2	86%	78%
Intelligence analysis/threat assessments	13.5	5.1	3.7	4.9	3.8	0.7	71%	59%
Command team & support	0.4	0.1	0.4	0.3	-0.7	-0.3	87%	53%
Total intelligence	24.0	9.1	7.6	8.9	4.0	0.6	77%	67%

Source: POA estimates 2012/13

INTELLIGENCE
Use of resources



Staffing	Averages			
	FTE	FTE/1000	All	MSG
Police officers	368	0.14	0.09	0.12
Police staff	132	0.05	0.07	0.08

Diff FTE	
All	MSG
128	53
-65	-83

Expenditure	Averages			
	£m	£/head	All	MSG
Police officers	19.0	7.2	4.9	6.2
Police staff	4.2	1.6	2.3	2.4
Non-staff costs	1.4	0.5	0.7	0.5
Income	-0.5	-0.2	-0.3	-0.3
Total cost	24.0	9.1	7.6	8.9

Diff £m	
All	MSG
6.0	2.6
-1.8	-2.2
-0.5	0.1
0.3	0.2
4.0	0.6

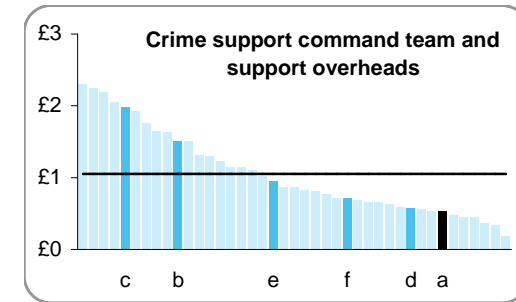
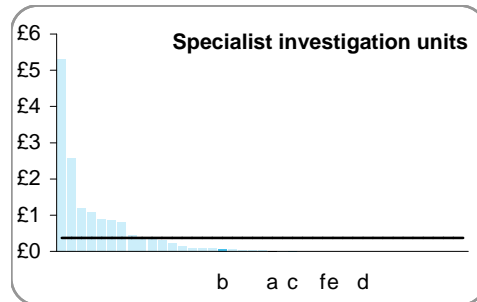
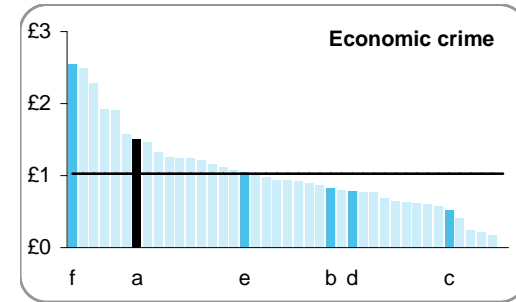
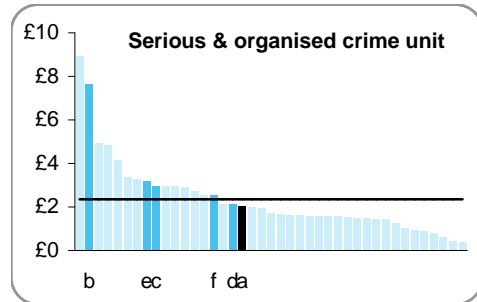
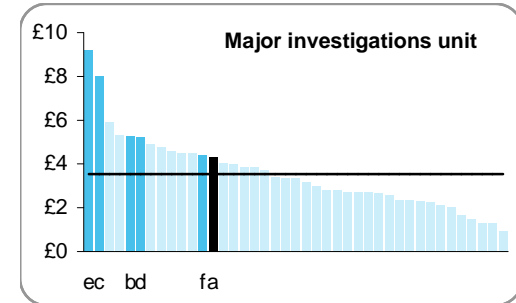
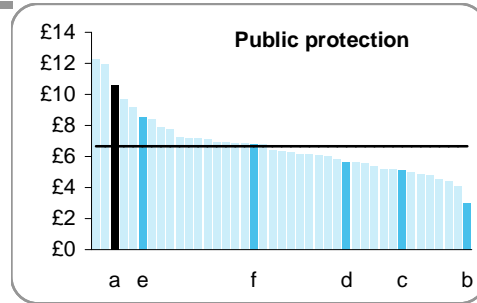
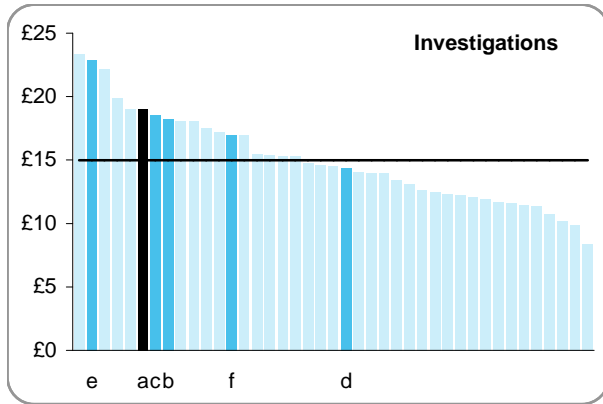
Cost/fte	Averages	
	All	MSG
Police officers	£49k	£51k
Police staff	£31k	£30k

Diff £m	
All	MSG
-1.2	-0.5
0.2	0.2

Source: POA estimates 2012/13

INVESTIGATIONS exc local investigation/prisoner processing

Objectives – cost per head of population



Population 2,629k

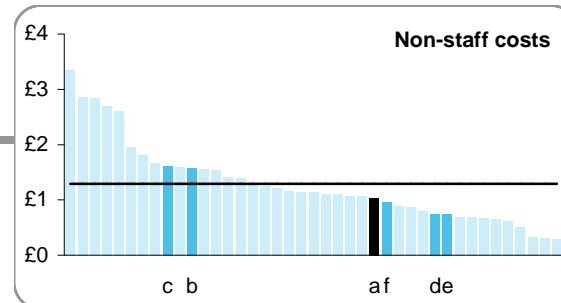
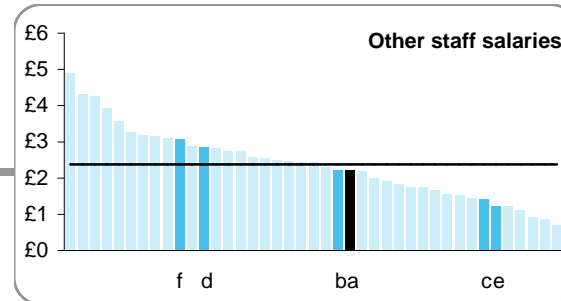
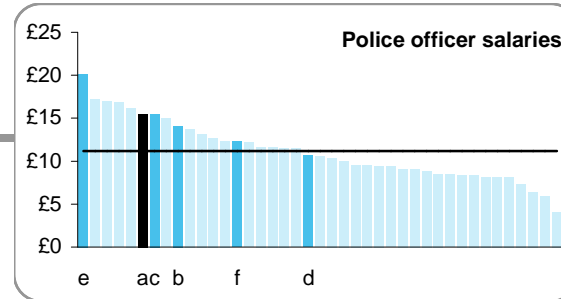
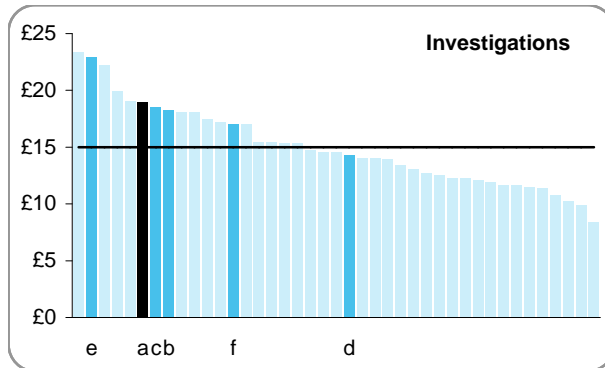
	Averages			
	£m	£/head	All	MSG
Public protection	27.8	10.57	6.66	6.59
Major investigations unit	11.3	4.31	3.55	6.06
Serious/organised crime unit	5.4	2.05	2.35	3.40
Economic crime	3.9	1.50	1.03	1.20
Specialist investigation units	0.1	0.02	0.37	0.02
Command team & support	1.4	0.53	1.05	1.04
Total	49.9	18.97	15.00	18.31

Diff £m	
All	MSG
10.3	10.4 <<
2.0	-4.6
-0.8	-3.6
1.2	0.8
-0.9	0.0
-1.4	-1.4
10.5	1.7

% PO	MSG
88%	82%
74%	82%
89%	91%
68%	65%
97%	27%
88%	61%
83%	76%

INVESTIGATIONS

Use of resources



Staffing	Averages		Diff FTE	
	FTE	FTE/1000	All	MSG
Police officers	822	0.31	0.23	0.30
Police staff	183	0.07	0.07	0.07

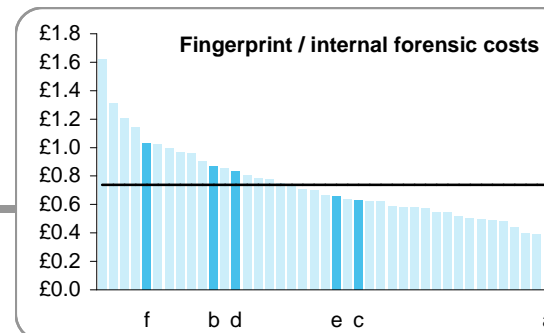
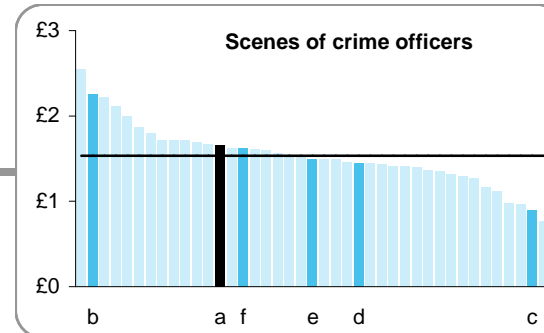
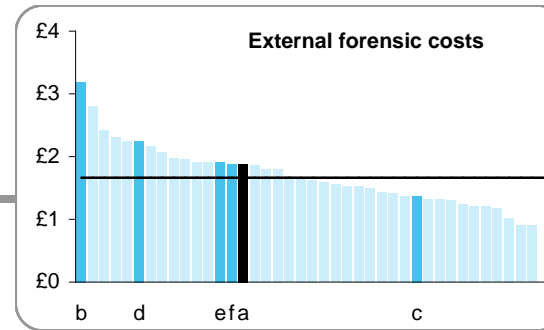
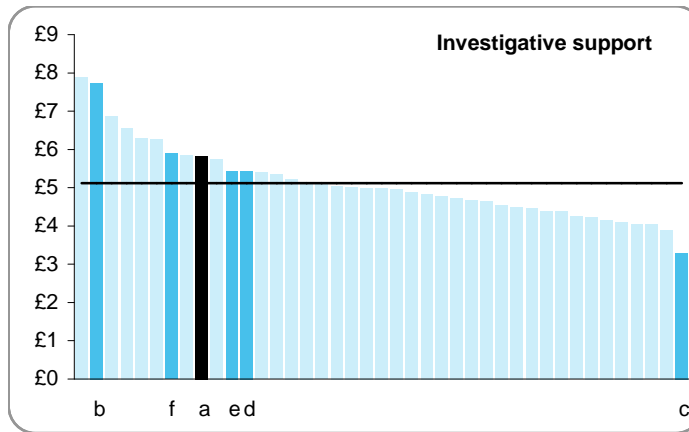
Expenditure	Averages		Diff FTE		Diff £m	
	£m	£/head	All	MSG	All	MSG
PO salaries	40.6	15.5	11.2	14.7	11.2	2.0
PO overtime	1.5	0.6	0.6	0.7	-0.1	-0.3
Police staff	5.8	2.2	2.4	2.2	-0.4	0.1
Non-staff costs	2.7	1.0	1.3	1.1	-0.7	-0.2
Income	-0.8	-0.3	-0.5	-0.3	0.5	0.1
Total cost	49.9	19.0	15.0	18.3	10.5	1.7

Cost/FTE	Averages		Diff £m	
	All	MSG	All	MSG
Police officers	£49k	£50k	£50k	£50k
Police staff	£31k	£31k	£28k	£28k

Source: POA estimates 2012/13

INVESTIGATIVE SUPPORT

Objectives – cost per head of population



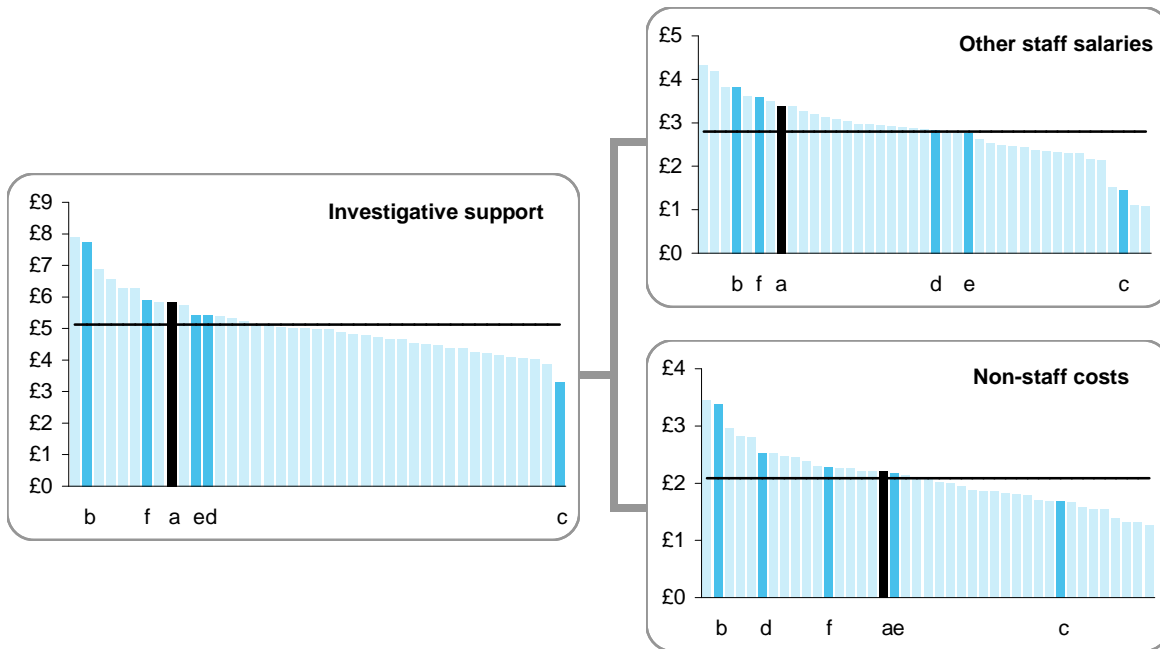
Population 2,629k

			Averages		Diff £m		% PO	
	£m	£/head	All	MSG	All	MSG	MSG	MSG
External forensic costs	5.0	1.88	1.67	2.08	0.6	-0.5	0%	0%
Scenes of crime officers	4.3	1.65	1.53	1.56	0.3	0.3	0%	2%
Fingerprint/DNA bureau	1.0	0.37	0.74	0.73	-1.0	-1.0	0%	0%
Photographic image recovery	1.0	0.37	0.28	0.33	0.3	0.1	10%	6%
Other forensic services	3.8	1.46	0.72	0.79	1.9	1.7	19%	24%
Command team & support	0.2	0.09	0.18	0.11	-0.2	-0.1	0%	19%
Total investigative support	15.3	5.83	5.12	5.60	1.9	0.6	5%	5%

HMIC Source: POA estimates 2012/13

INVESTIGATIVE SUPPORT

Use of resources



Staffing	FTE	FTE/1000	All	MSG
Police officers	17	0.01	0.01	0.01
Police staff	278	0.11	0.08	0.09

Diff FTE

All	MSG
4	2
71	51

Expenditure	£m	£/head	Avg	MSG
PO salaries	0.9	0.3	0.3	0.3
Police staff	8.9	3.4	2.8	3.0
Non-staff costs	5.8	2.2	2.1	2.4
Income	-0.2	-0.1	0.0	0.0
Total cost	15.3	5.8	5.1	5.6

Diff £m

All	MSG
0.1	0.1
1.6	1.1
0.3	-0.4
-0.1	-0.2
1.9	0.6

Cost/fte	Avg	MSG
Police officers	£49k	£53k £48k
Police staff	£31k	£35k £34k

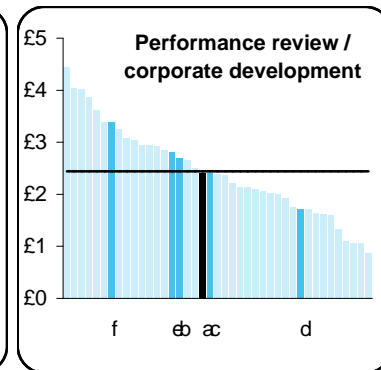
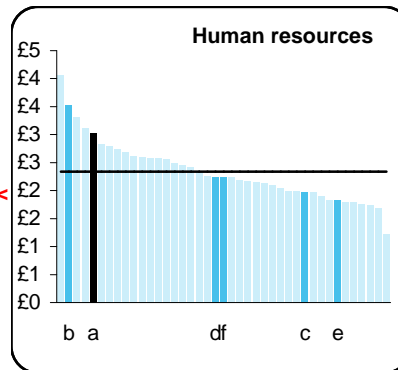
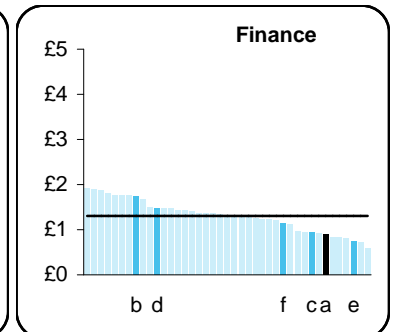
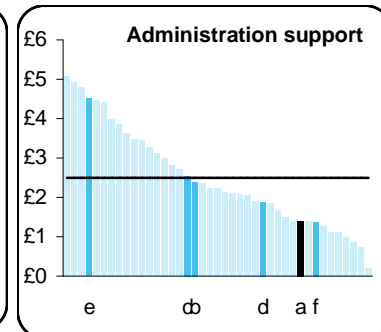
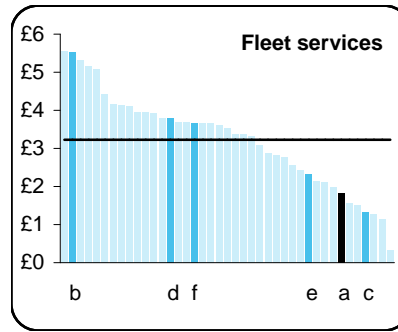
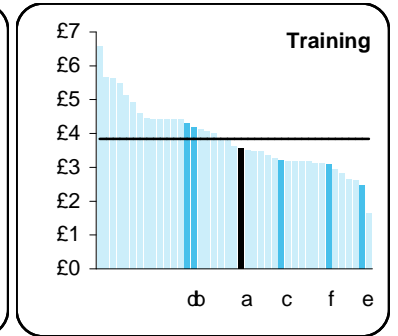
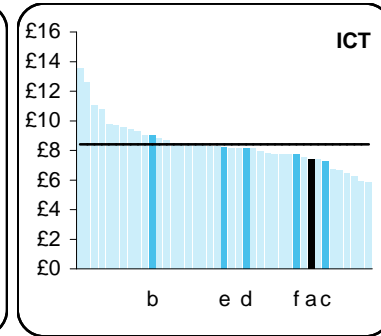
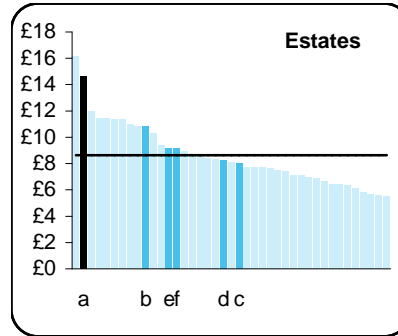
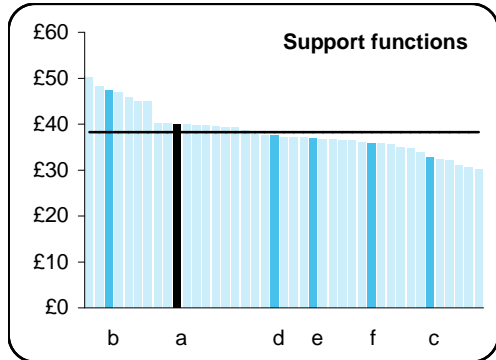
Diff £m

All	MSG
-0.1	0.0
-1.0	-0.7

Source: POA estimates 2012/13

SUPPORT FUNCTIONS

Objectives – cost per head of population



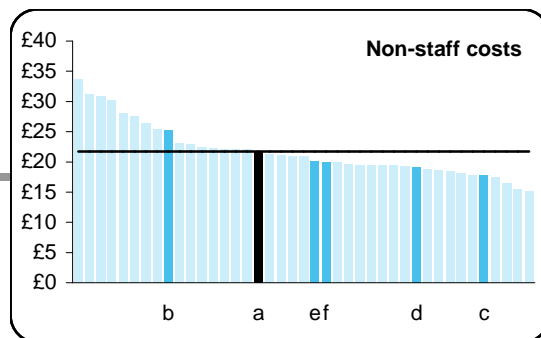
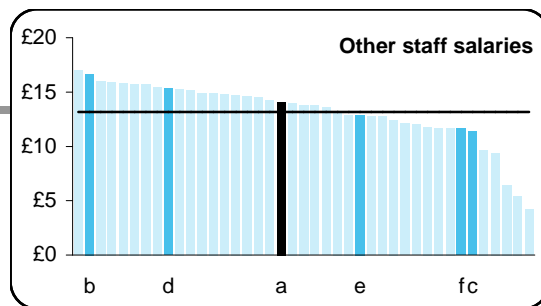
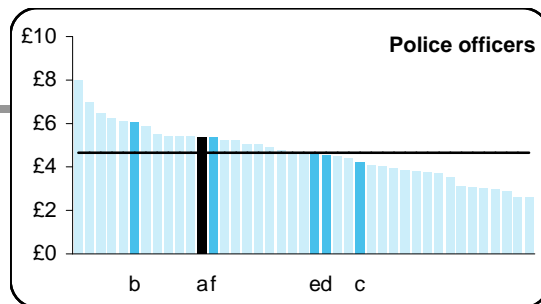
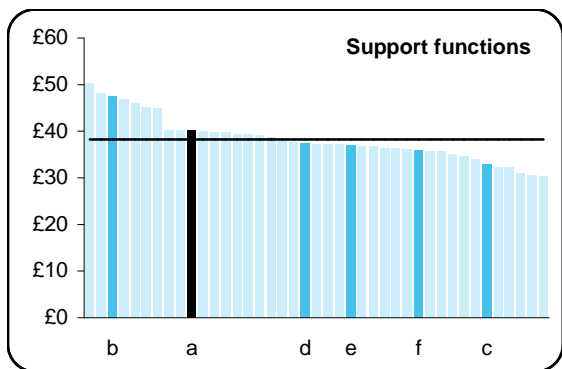
Population 2,629

	Averages				Diff £m	
	£m	£/head	All	MSG	All	MSG
Estates/building costs	38.4	14.6	8.6	10.0	15.7	12.1
ICT	19.5	7.4	8.4	8.0	-2.7	-1.5
Training	9.4	3.6	3.8	3.5	-0.7	0.3
Fleet services	4.7	1.8	3.2	3.1	-3.7	-3.3
Administration support	3.7	1.4	2.5	2.4	-2.9	-2.5
Human resources	8.0	3.0	2.3	2.5	1.8	1.5
Finance	2.4	0.9	1.3	1.2	-1.1	-0.7
Performance review	6.3	2.4	2.4	2.6	-0.1	-0.4
Professional standard:	3.7	1.4	1.3	1.4	0.2	0.1
All other	9.2	3.5	4.2	4.0	-1.8	-1.3
Total	105.4	40.1	38.3	38.4	4.8	4.3

Source: POA estimates 2012/13

SUPPORT FUNCTIONS

Use of resources



Averages					Diff FTE	
Staffing	FTE	FTE/1000	All	MSG	All	MSG
Police officers	282	0.11	0.07	0.09	90	50
Police staff	1,176	0.45	0.39	0.45	146	6

Expenditure					Diff £m	
	£m	£/head	All	MSG	All	MSG
Police officers	14.1	5.4	4.7	5.0	1.9	0.9
Police staff	37.0	14.1	13.2	13.7	2.4	1.1
Non-staff costs	56.7	21.6	21.7	20.6	-0.4	2.5
Income	-2.4	-0.9	-1.3	-0.9	1.0	-0.2
Total cost	105.4	40.1	38.3	38.4	4.8	4.3

Cost/FTE				Diff £m	
		All	MSG	All	MSG
Police officers	£49k	£62k	£56k	-3.6	-2.0
Police staff	£31k	£33k	£30k	-2.5	1.0

Source: POA estimates 2012/13

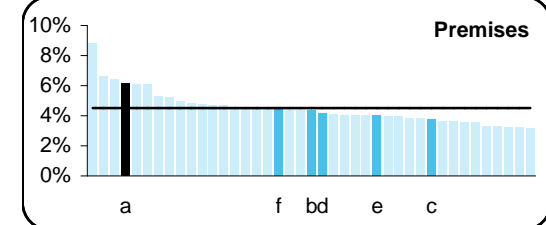
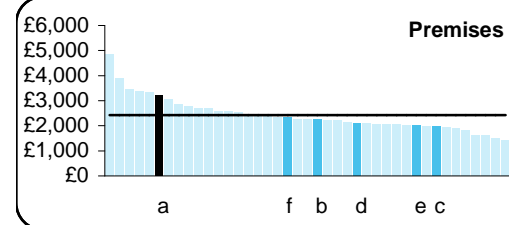
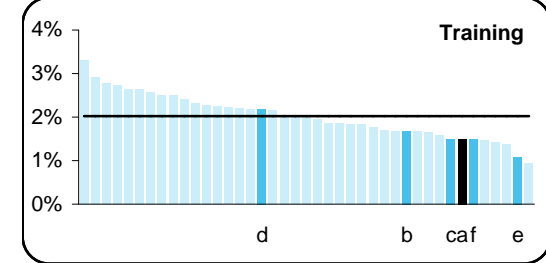
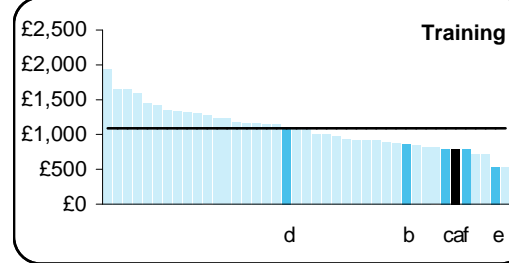
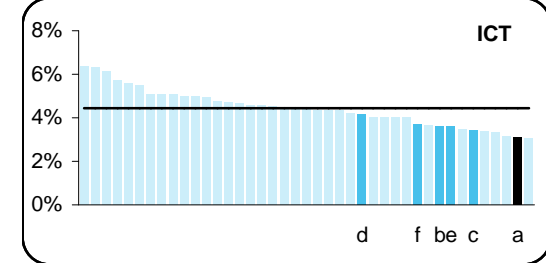
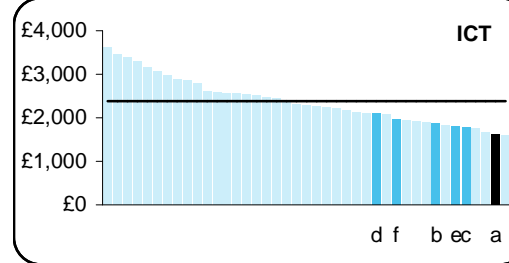
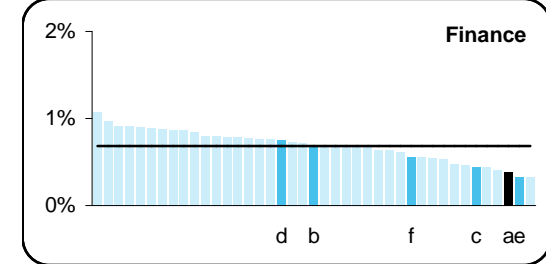
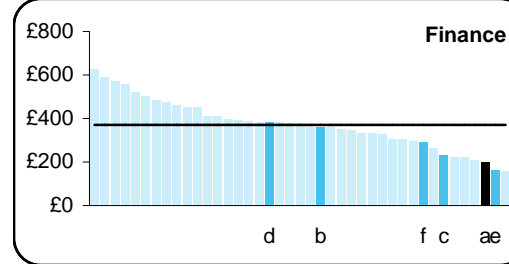
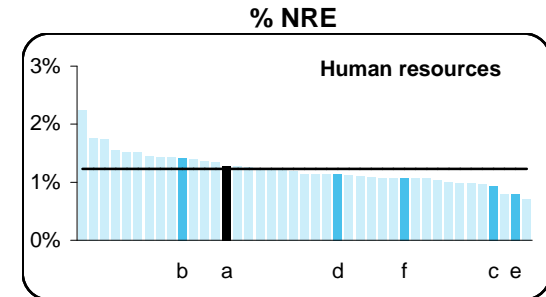
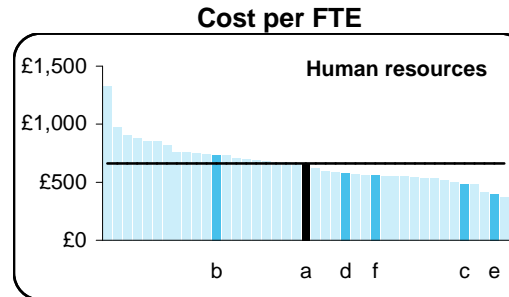
SUPPORT FUNCTIONS

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

Total FTE	11,953
Total NRE	£623m

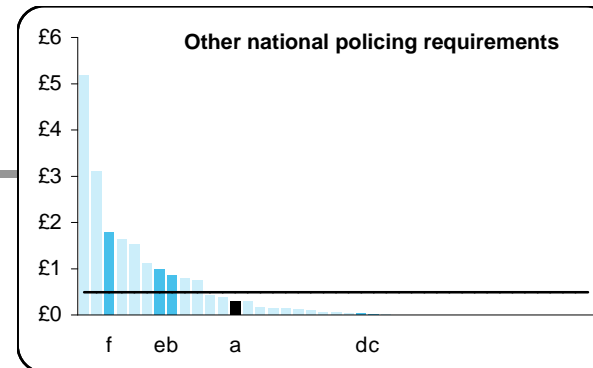
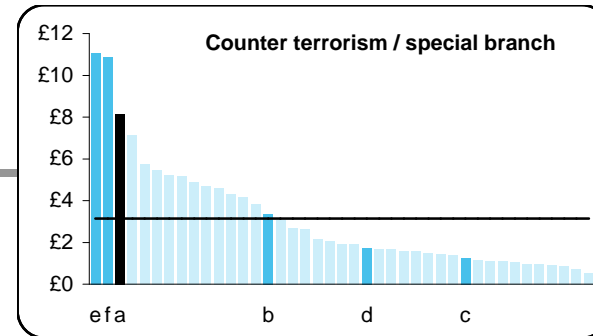
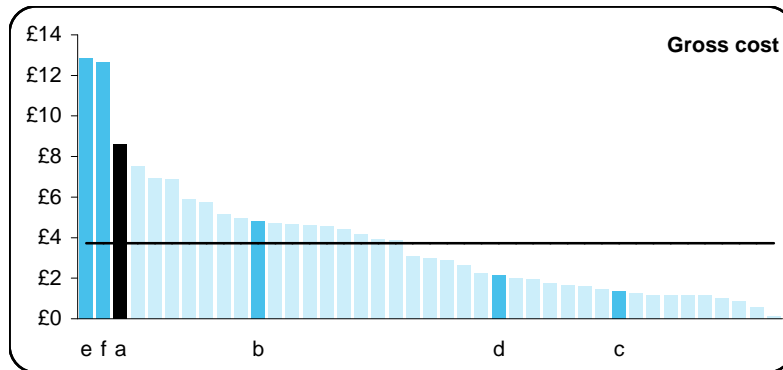
	Cost £m	per FTE	Avg	Diff £m
Human resources	7.97	£667	£661	0.1
Finance	2.37	£198	£370	-2.1
ICT	19.46	£1,628	£2,385	-9.0
Training	9.41	£787	£1,087	-3.6
Premises	38.42	£3,214	£2,425	9.4

	% NRE	Avg	Diff £m
Human resources	1.3%	1.2%	0.3
Finance	0.4%	0.7%	-1.9
ICT	3.1%	4.4%	-8.2
Training	1.5%	2.0%	-3.2
Premises	6.2%	4.5%	10.3



NATIONAL POLICING

Objectives – cost per head of population



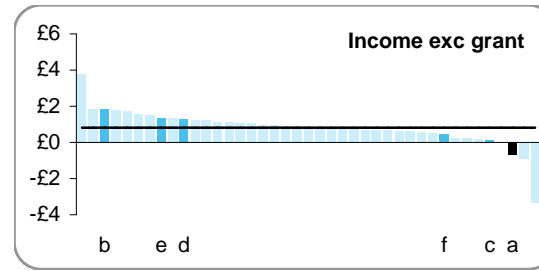
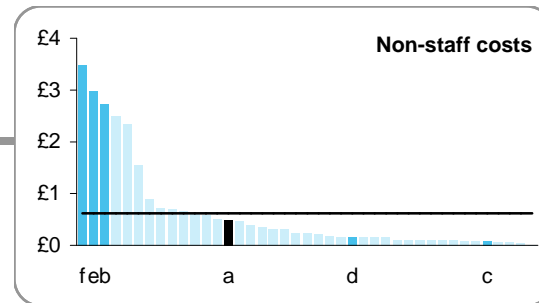
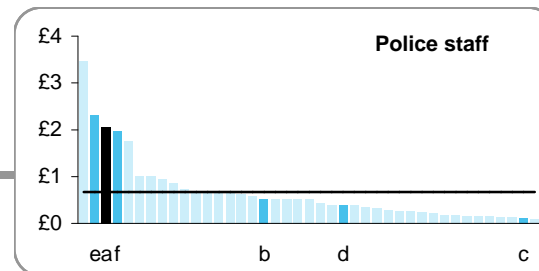
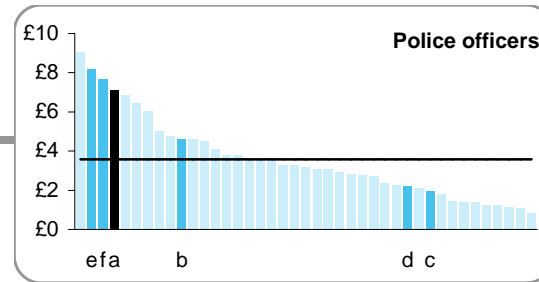
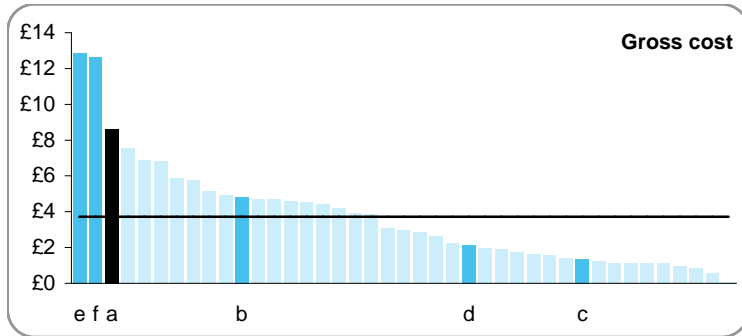
Population 2,629k

	£m	£/head	Averages		Diff £m		% PO MSG	
			All	MSG	All	MSG	% PO	MSG
Counter terrorism/special branch	21.5	8.16	3.14	6.09	13.2	5.5	71%	76%
Other national policing requirements	0.8	0.31	0.49	0.66	-0.5	-0.9	93%	30%
Hosting national services	0.3	0.10	0.02	0.12	0.2	-0.1	0%	0%
Secondments (out of force)	0.1	0.05	0.00	0.17	0.1	-0.3	96%	96%
ACPO projects / initiatives	0.0	0.00	0.07	0.03	-0.2	-0.1	na	0%
Total	22.7	8.63	3.72	7.07	12.9	4.1	74%	70%
Specific grants	24.4	9.28	2.91	6.34	16.7	7.7		
Cost net of grants	-1.7	-0.65	0.81	0.73	-3.9	-3.6		

Source: POA estimates 2012/13

NATIONAL POLICING

Use of resources



Averages					Diff FTE	
Staffing	FTE	FTE/1000	All	MSG	All	MSG
Police officers	338	0.13	0.06	0.09	174	99
PCSOs	-	-	0.00	-	0	0
Police staff	171	0.07	0.02	0.04	117	71

Diff £m				
Expenditure	£m	£/head	All	MSG
Police officers	18.7	7.1	3.6	5.3
Police staff	5.4	2.1	0.7	1.2
Non-staff costs	1.3	0.5	0.6	1.7
Income	-2.8	-1.1	-1.1	-1.1
Total cost	22.7	8.6	3.7	7.1

Diff £m				
			All	MSG
Specific grants	24.4	9.3	2.9	6.3
Cost net of grants	-1.7	-0.7	0.8	0.7

Diff £m			
Cost/fte		All	MSG
Police officers	£51k	£55k	£54k
Police staff	£31k	£32k	£31k

Diff £m			
	All	MSG	
	-1.4	-0.9	
	na	na	

Source: POA estimates 2012/13

WORKFORCE MIX

The table below uses POA data to look at differences in the proportion of workforce that are police staff and PCSOs, compared to the proportion that are officers. For each POA category the percentage of workforce who are staff and PCSOs in your force are compared to levels in other forces.

This comparison is done twice:

- 1) Comparing your force to the median percentage (i.e. 'middle' ratio of staff to officers where 21 forces report a high %staff and or PCSO and 21 forces report a lower %).
- 2) Comparing your force to the upper quartile (the percentage above which only a quarter of forces report higher staff and or PCSO).

Each time, the number of posts this change represents to your force is calculated, along with the cost of this difference (based on the number of posts and the difference between the median cost per office and median cost per police staff/PCSO). These average costs include overtime but exclude agency staff and are calculated separately for each of the chosen POA categories.

Please note, the cost of difference is indicative and not a 'saving' opportunity as it is unlikely that the full differences could be realised in any given case.

The analysis focuses on thirteen POA categories where our analysis found significant costs of difference between forces.

The analysis does not include specials or look at the 'Local Policing' POA category (where most specials are counted and where a different analytical approach would be required).

Note: If total staff numbers per population in a particular category are less than a quarter of the national median for that category then the relevant rows in the table are left blank. This is because such low numbers either indicate a problem with the data or that the relevant function may be contracted out (and hence the calculations are not applicable).

	Current staffing			Difference from median			Difference from UQ			Difference in median pay
	Police officers	Staff /PCSO	%Staff/ PCSOs	National median %	from median (no. of posts)	Cost of difference	National UQ %	(no. of posts)	Cost of difference	
Criminal Justice	16	176	92%	93%	2	£57k	97%	11	£322k	£30k
Central Communications Unit	129	531	80%	88%	48	£1,197k	95%	95	£2,393k	£25k
Intelligence Analysis	192	102	35%	58%	67	£1,571k	75%	118	£2,757k	£23k
Administration Support	0	110	100%	100%	0	£0k	100%	0	£0k	£37k
Local Call Centres / Front Desk	0	118	100%	100%	0	£0k	100%	0	£0k	£25k
Training	140	64	31%	44%	25	£457k	57%	53	£974k	£18k
Intelligence Gathering	169	29	14%	24%	18	£359k	36%	42	£838k	£20k
Custody	111	200	64%	57%	0	£0k	61%	0	£0k	£26k
Contact Management Units	50	38	43%	95%	46	£1,126k	100%	50	£1,225k	£25k
Human Resources	41	174	81%	100%	41	£988k	100%	41	£988k	£24k
Other Forensic Services	15	91	86%	89%	4	£71k	97%	12	£249k	£20k
Scenes of Crime Officers	0	126	100%	100%	0	£0k	100%	0	£0k	£16k
Grand Total	863	1,759			250	£5,827k		422	£9,745k	

Source: POA estimates 2012/13

Total CoD per population £2.2

£3.7

Greater Manchester

Section Two - Offences & Outcomes

INTRODUCTION

This section focuses on criminal offences dealt with by each force and resulting outcomes. Crime and sanction detections are presented in the format developed by HMIC in consultation with stakeholders as displayed below.

The intention is to differentiate between crimes that are victim based, and those that are driven by police activity.



Data is shown as offences per 1,000 population.

Definitions of offences in each category can be found in Appendix 1.

Note that fraud and forgery are generally excluded from all crime as we recognise that the recording in this area is not as robust as other crime categories.

A sanction detection means that a recorded crime has been resolved by the police. The types of outcomes are:

- > Caution - police have identified a suspect and issued them with a caution
- > Penalty notice for disorder - a fine issued by the police for anti-social behaviour, as well as shoplifting, criminal damage and possession of cannabis
- > Charge summons - the suspect has been charged and/or brought to court
- > Taken into consideration (TIC) - courts take this offence into consideration when sentencing for other crimes
- > Cannabis warning

We acknowledge that 24 forces are returning data on community resolutions / restorative justice, and that these will affect sanction detection rates. These forces are listed in Appendix 3.

Expected sanction detection volumes are calculated by modelling what force detections would be should the force align to the peer average.

MSG averages are generally used in this section. The averages quoted are simple unweighted averages and not weighted national averages.

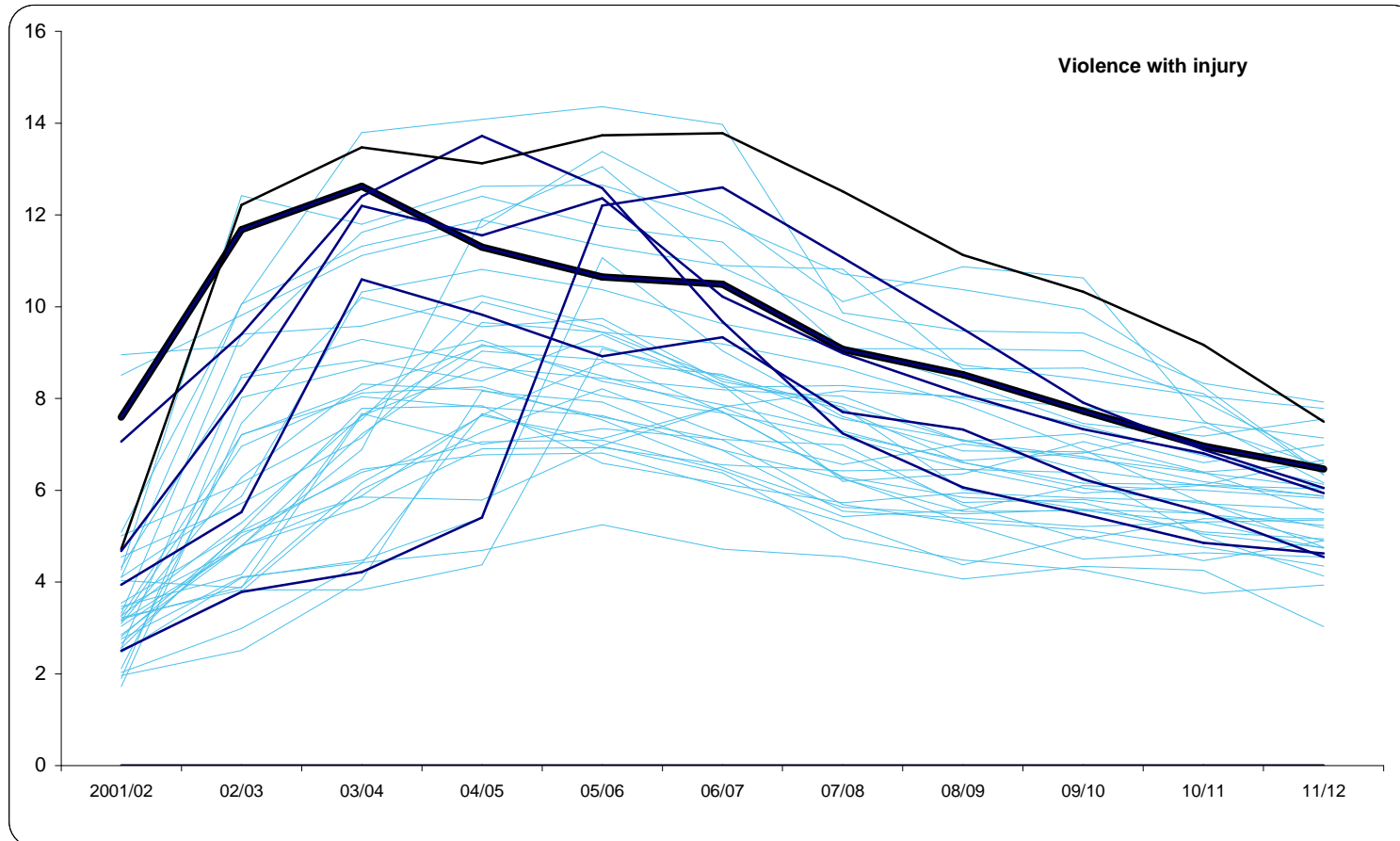
Changes over time for crimes and sanction detections are measured against the baseline of 2008/09 due to the introduction of public order offences.

LONG TERM TRENDS – RIBBON CHARTS

Crime rate per 1,000 pop from 2001/02

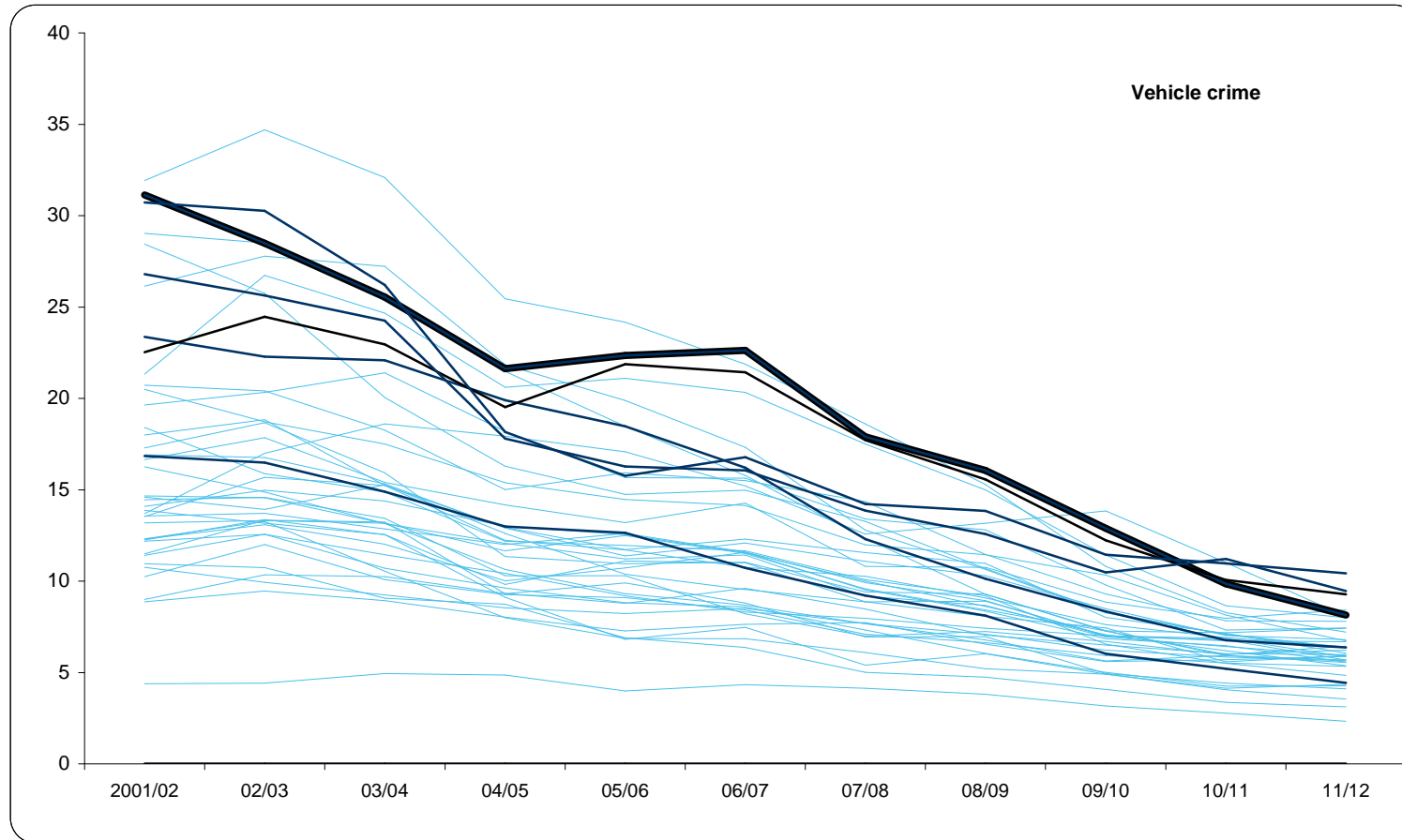
Note range = max - min rate

The first three charts show interesting longer term trends across all forces, notably a reduction in variance between the start and end of the period.



Your force	7.6	11.7	12.6	11.3	10.6	10.5	9.1	8.5	7.7	7.0	6.5
Group	5.1	8.5	10.9	10.8	11.7	11.0	9.4	8.4	7.5	6.7	5.9
All forces	3.7	6.5	8.2	9.0	9.4	8.7	7.7	7.1	6.7	6.2	5.7
Range	7.2	9.9	10.0	9.7	9.1	9.3	8.0	7.1	6.4	5.4	4.9

Greater Manchester

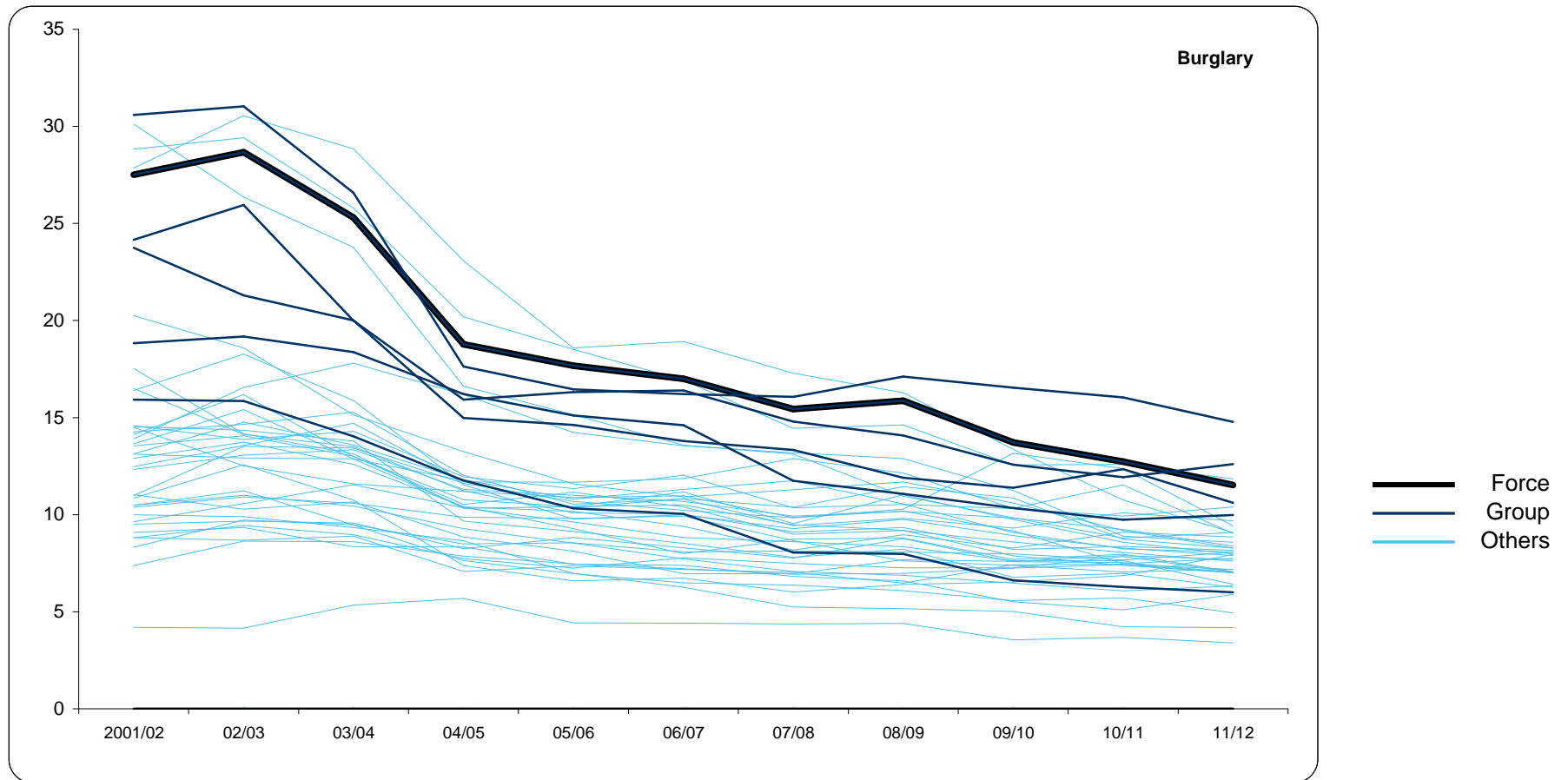


Force
 Group
 Others

Your force	31.1	28.5	25.6	21.6	22.4	22.6	17.9	16.1	12.9	9.8	8.1
Group	25.2	24.6	22.7	18.3	17.9	17.3	14.2	12.7	10.2	9.0	8.0
All forces	17.2	17.5	16.2	13.5	12.8	12.4	10.5	9.4	7.7	6.7	6.2
Range	27.5	30.3	27.1	20.6	20.2	18.3	14.5	12.3	10.7	8.4	8.1

Greater Manchester

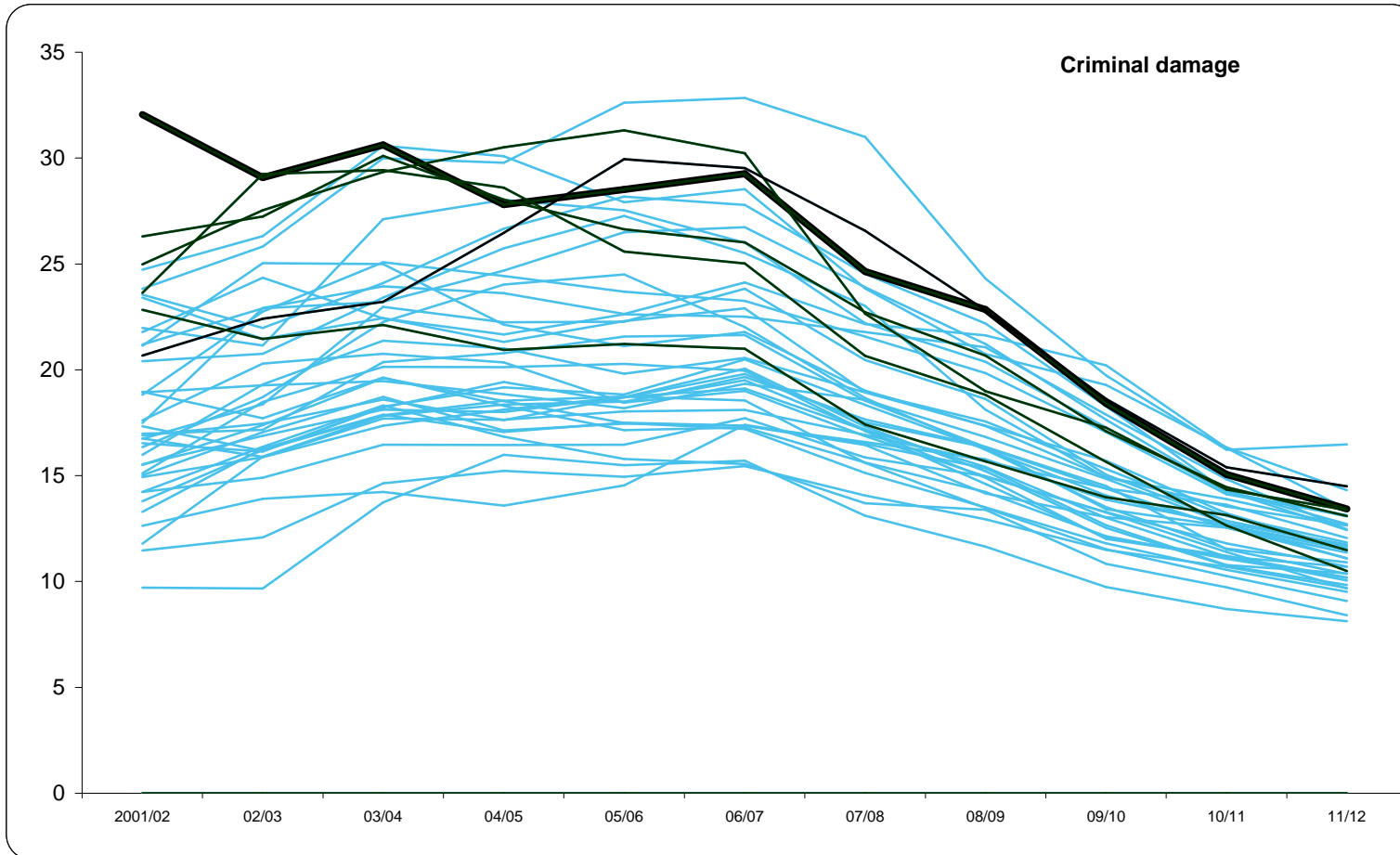
Note range = max - min rate



Burglary is shown per population to maintain consistency

Your force	27.5	28.7	25.3	18.8	17.7	17.0	15.4	15.9	13.7	12.7	11.5
Group	23.5	23.7	20.7	15.9	15.1	14.7	13.2	13.0	11.9	11.5	10.9
All forces	15.0	15.3	14.3	11.7	10.8	10.5	9.8	9.8	9.0	8.6	8.2
Range	26.4	26.9	23.5	17.4	14.2	14.5	12.9	12.7	13.0	12.4	11.4

Greater Manchester

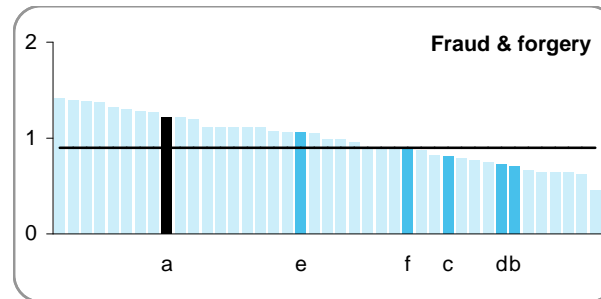
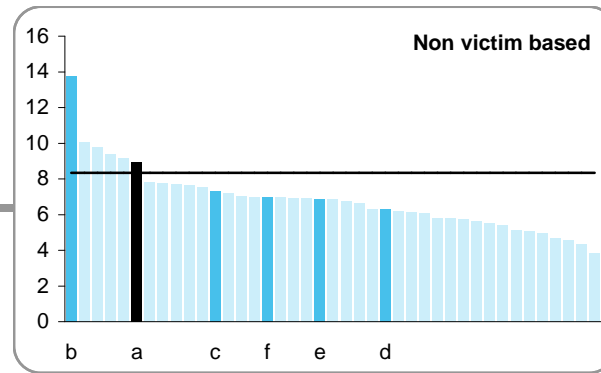
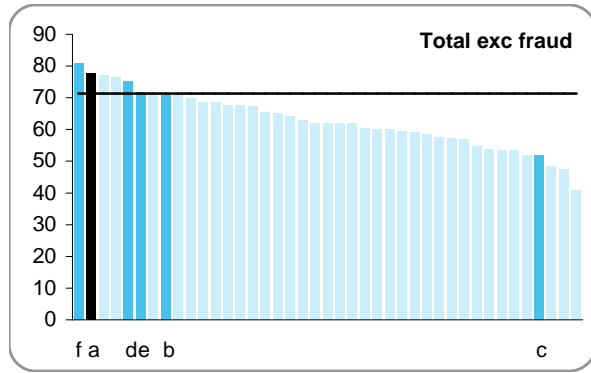


— Force
— Group
— Others

Your force	32.1	29.1	30.6	27.8	28.5	29.3	24.6	22.8	18.4	15.1	13.4
Group	25.1	26.2	27.5	27.1	27.2	26.8	22.4	20.0	16.8	14.2	12.7
All forces	18.4	19.8	21.6	21.6	21.6	21.8	19.3	17.3	14.8	12.8	11.5
Range	22.3	19.6	16.9	16.9	18.1	17.4	17.9	12.6	10.5	7.6	8.3

Greater Manchester

RECORDED OFFENCES - ALL CRIMES
 2011/12 per 1,000 population



Population 2,629k

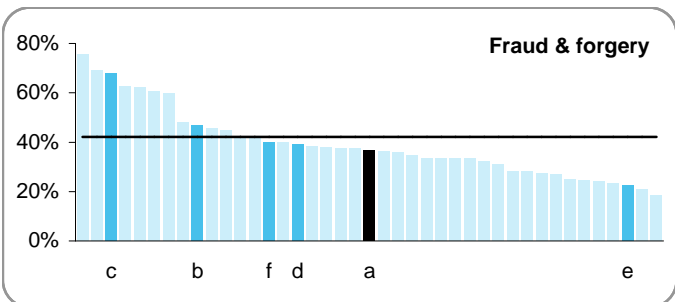
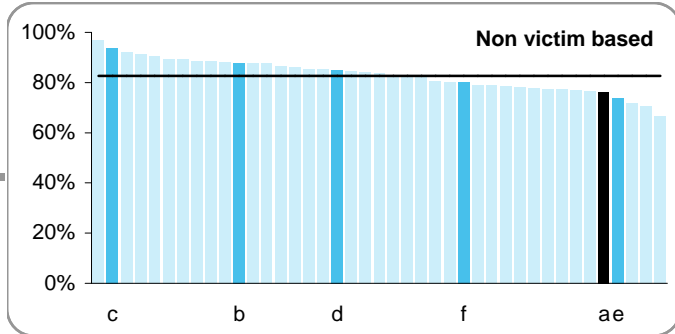
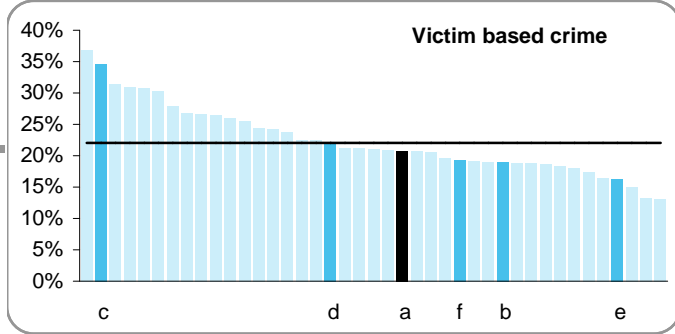
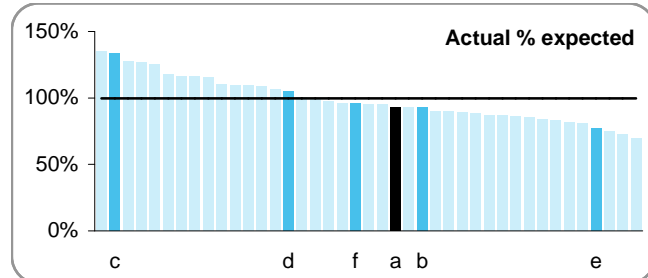
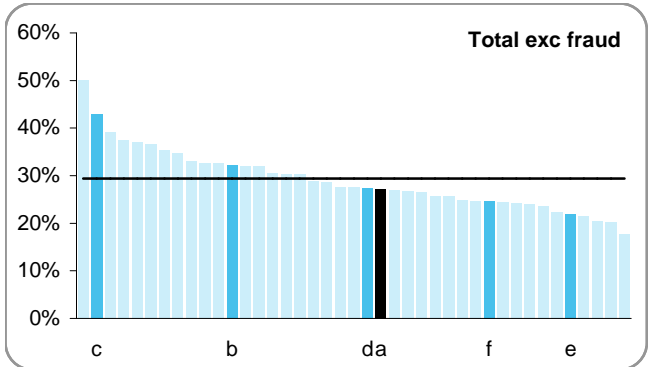
	Offences	per 1000	MSG	Difference	
Victim based	180,847	68.8	63.0	15,152	9%
Non victim based	23,472	8.9	8.3	1,520	7%
Total exc fraud	204,319	77.7	71.4	16,672	9%

Fraud & forgery	3,204	1.2	0.9
Grand total	207,523	78.9	72.3

Source: Home Office Crime Statistics 2011/12

SANCTION DETECTIONS - ALL CRIMES

The actual % expected figures shows your detection rate as a percentage of the **national** average detection rate. Hence if above 100%, you are achieving more sanction detections than the national average.
 As at March 2012, 23 forces submitted data on community resolutions / restorative justice - this will negatively affect sanction detection rates.
 Forces reporting these data are listed in Appendix 3.



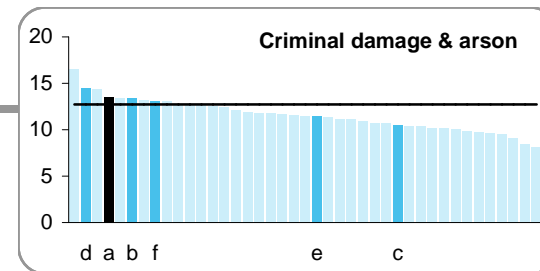
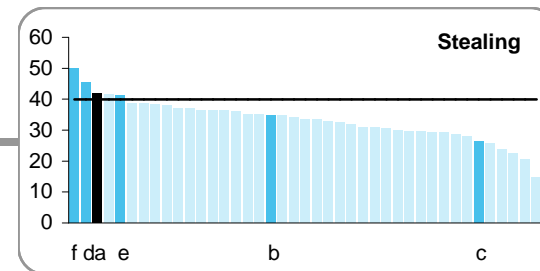
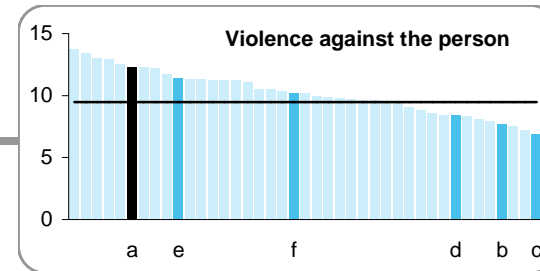
	Offences	SDs	%	MSG	Exp	Diff
Victim based	180,847	37,604	21%	22%	40,543	-2,939
Non victim based	23,472	17,870	76%	83%	19,126	-1,256
Total exc fraud	204,319	55,474	27%	29%	59,668	-4,194

Actual % expected 93%

Fraud & forgery	3,204	1,178	37%	42%	1,349	-171
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Source: Home Office Crime Statistics 2011/12

RECORDED OFFENCES - VICTIM BASED
2011/12 per 1,000 population



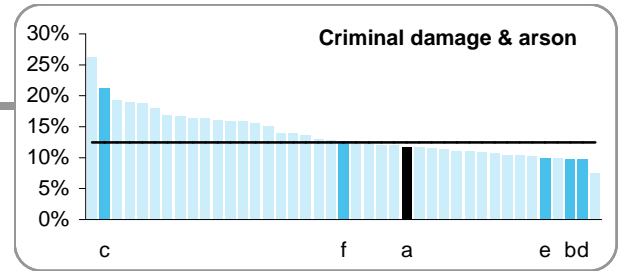
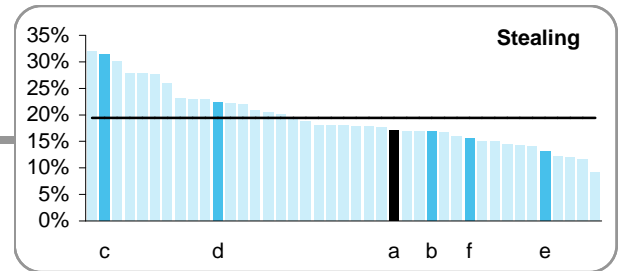
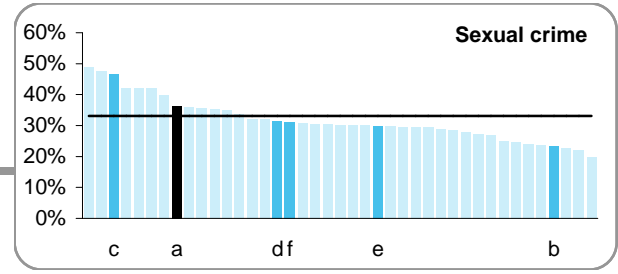
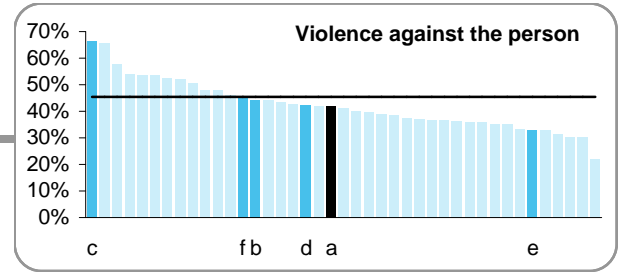
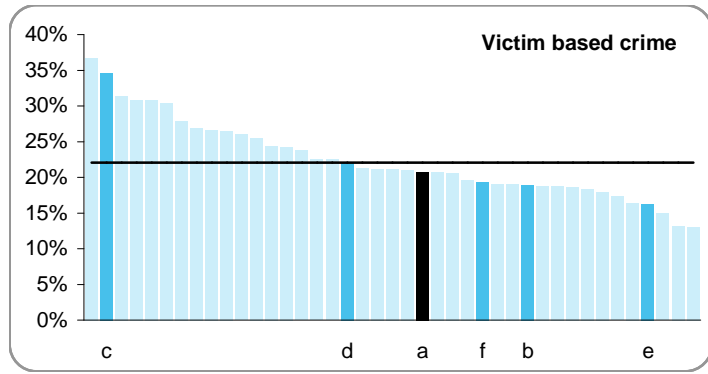
Population 2,629k

	Offences	per 1000	MSG	Difference	
Violence against the person	32,407	12.3	9.5	7,512	30%
Sexual offences	2,634	1.0	0.8	413	19%
Stealing	110,476	42.0	40.0	5,369	5%
Criminal damage & arson	35,330	13.4	12.7	1,858	6%
Victim based offences	180,847	68.8	63.0	15,152	9%

Source: Home Office Crime Statistics 2011/12

Greater Manchester

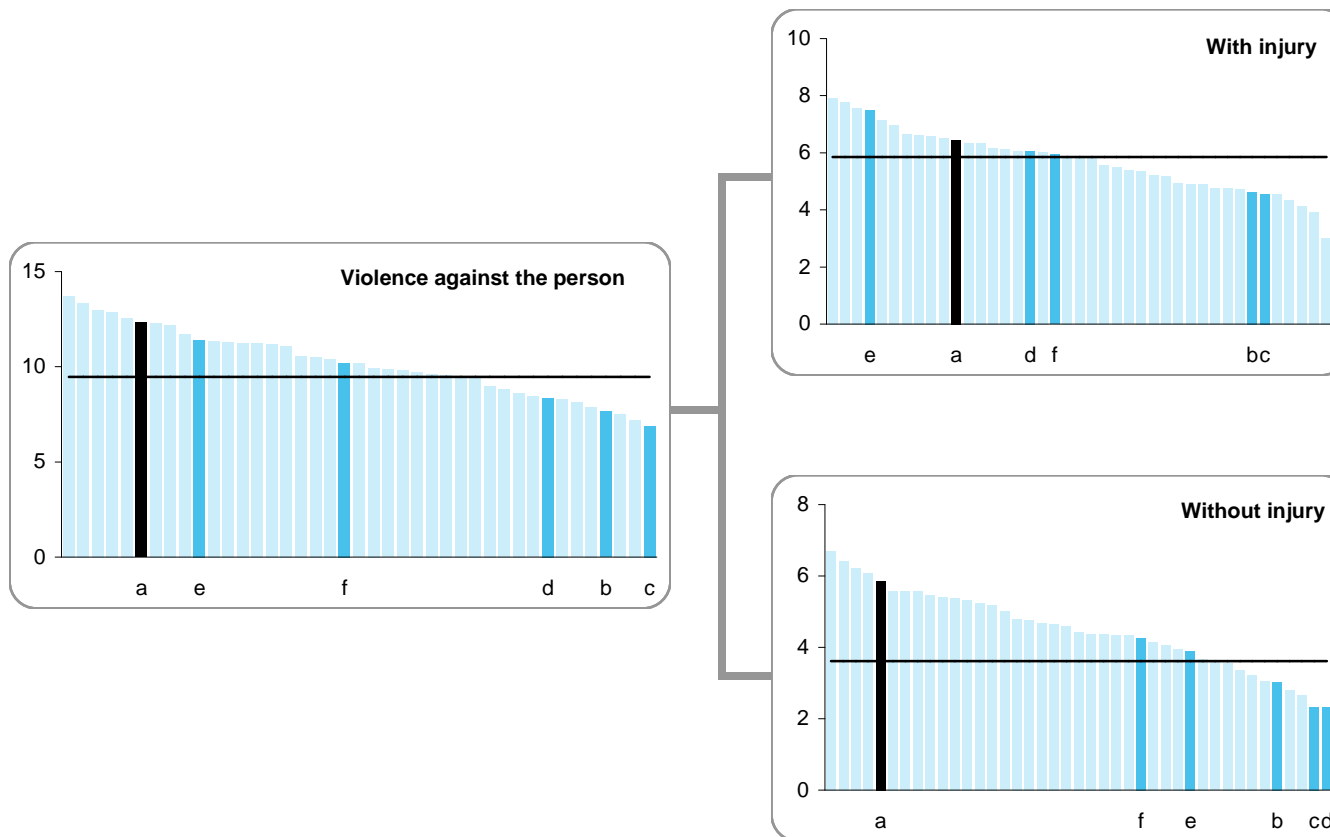
SANCTION DETECTIONS - VICTIM BASED



	Offences	SDs	%	MSG	Exp	Diff
Violence against the person	32,407	13,522	42%	45%	14,867	-1,345
Sexual offences	2,634	960	36%	33%	881	79
Stealing	110,476	18,997	17%	19%	20,386	-1,389
Criminal damage & arson	35,330	4,125	12%	12%	4,409	-284
Victim based offences	180,847	37,604	21%	22%	40,543	-2,939

Source: Home Office Crime Statistics 2011/12

RECORDED OFFENCES - VIOLENCE AGAINST THE PERSON
2011/12 per 1,000 population

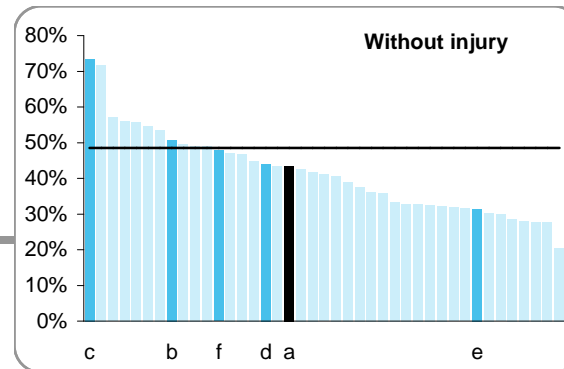
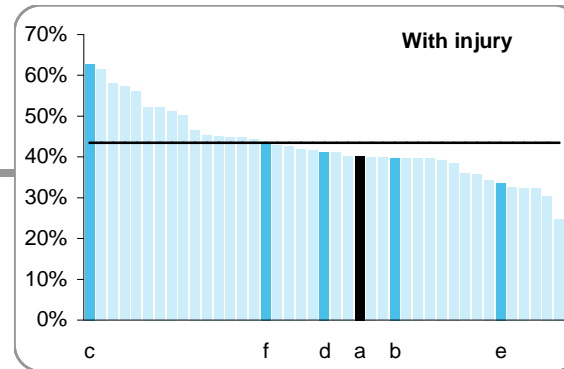
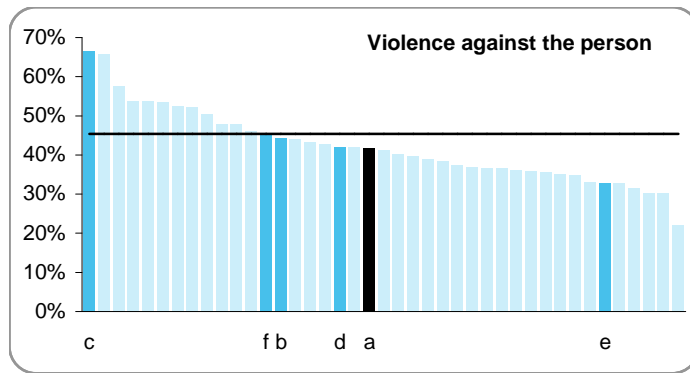


Population 2,629k

	Offences	per 1000	MSG	Difference	
With injury	16,986	6.5	5.9	1,599	10%
Without injury	15,421	5.9	3.6	5,913	62%
Violence against person	32,407	12.3	9.5	7,512	30%

Source: Home Office Crime Statistics 2011/12

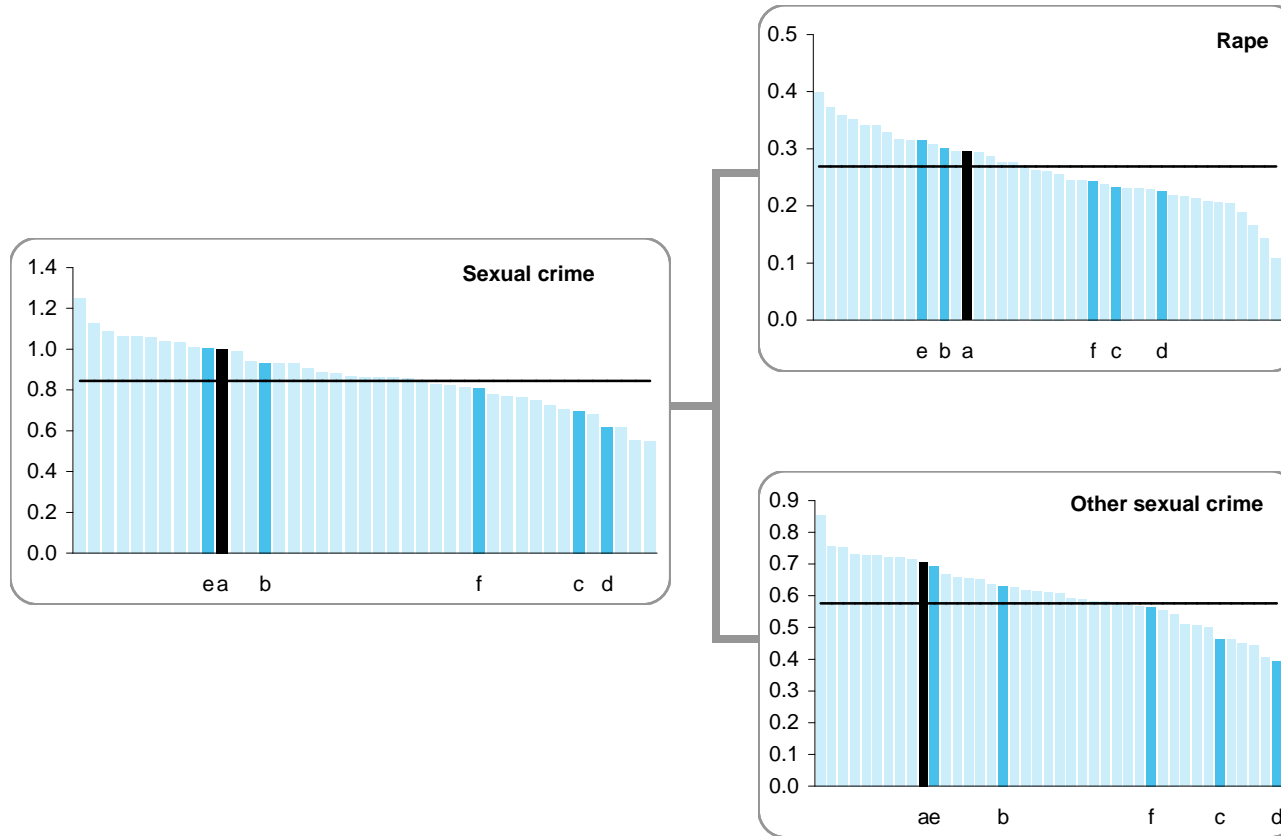
SANCTION DETECTIONS - VIOLENCE AGAINST THE PERSON



	Offences	SDs	%	MSG	Exp	Diff
With injury	16,986	6,824	40%	43%	7,388	-564
Without injury	15,421	6,698	43%	48%	7,479	-781
Violence against person	32,407	13,522	42%	45%	14,867	-1,345

Source: Home Office Crime Statistics 2011/12

RECORDED OFFENCES - SEXUAL OFFENCES
 2011/12 per 1,000 population

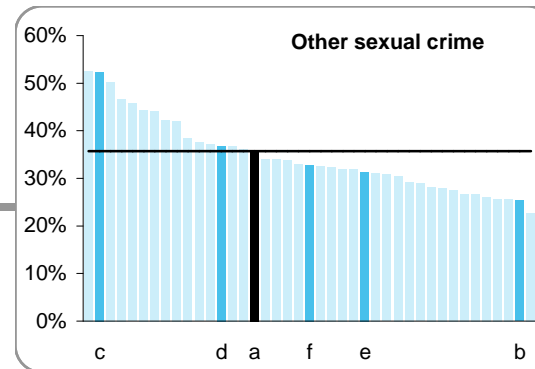
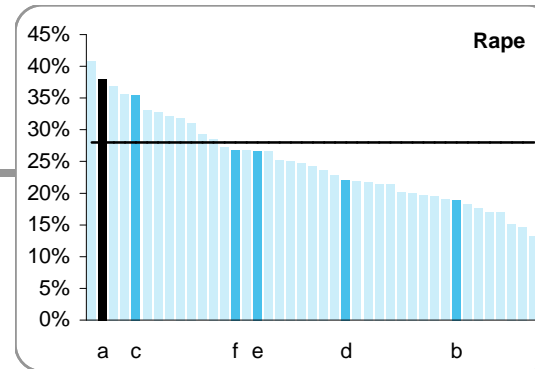
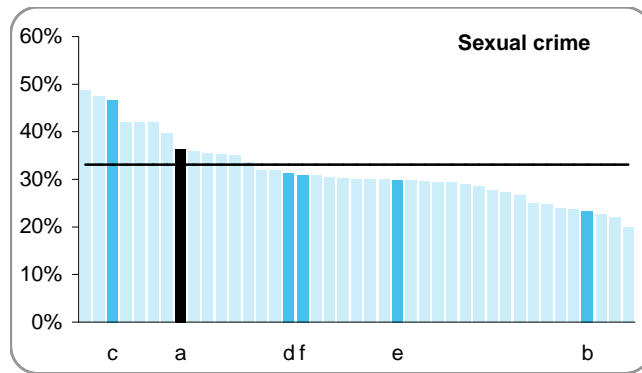


Population 2,629k

	Offences	per 1000	MSG	Difference	
Rape	776	0.30	0.27	69	10%
Other sexual offences	1,858	0.71	0.58	344	23%
Sexual offences	2,634	1.00	0.84	413	19%

Source: Home Office Crime Statistics 2011/12

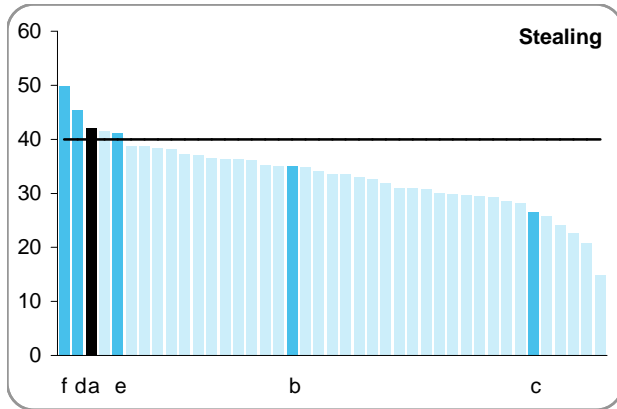
SANCTION DETECTIONS - SEXUAL OFFENCES



	Offences	SDs	%	Msg	Exp	Diff
Rape	776	295	38%	28%	217	78
Other sexual offences	1,858	665	36%	36%	664	1
Sexual offences	2,634	960	36%	33%	881	79

Source: Home Office Crime Statistics 2011/12

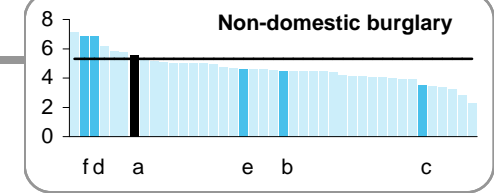
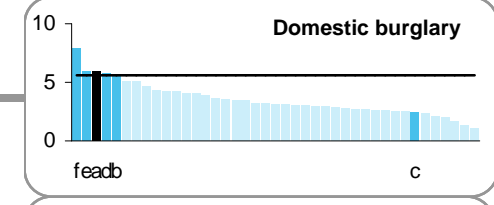
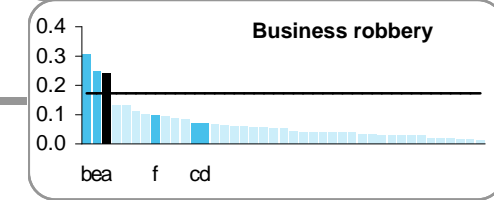
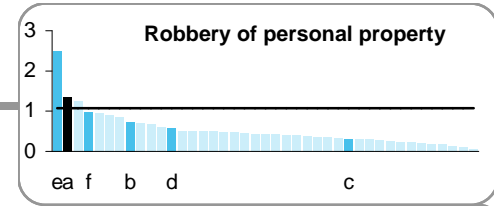
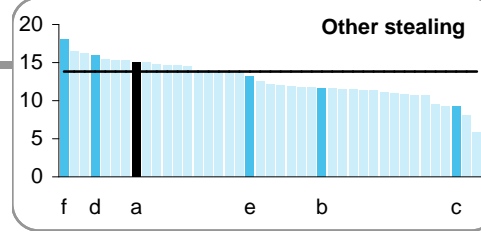
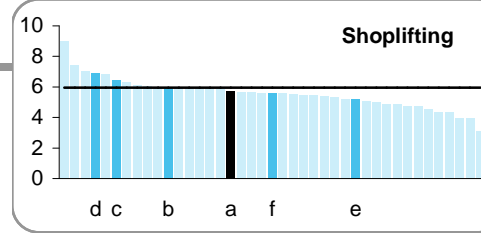
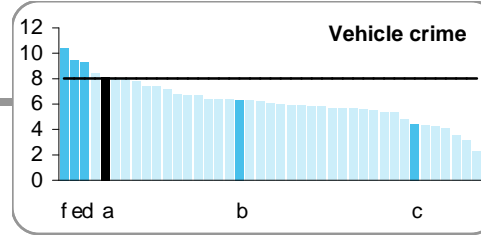
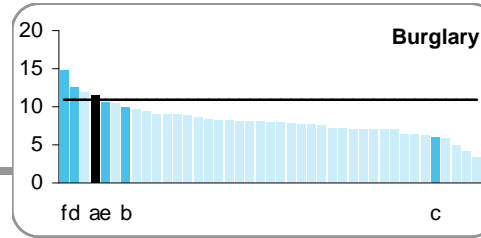
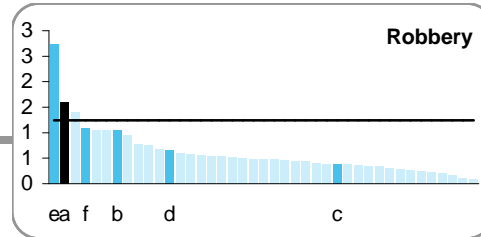
RECORDED OFFENCES - STEALING
2011/12 per 1,000 population



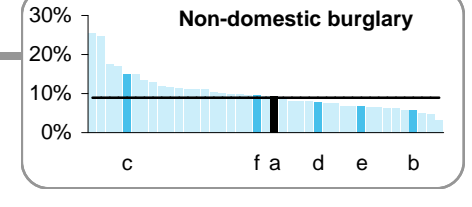
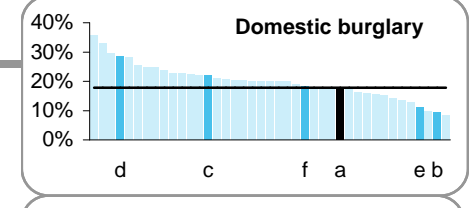
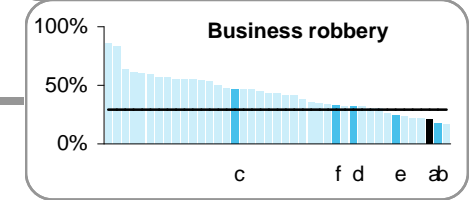
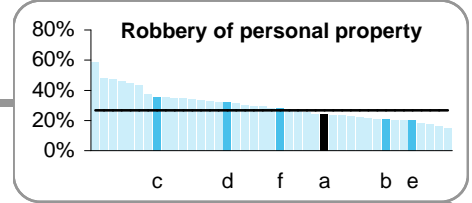
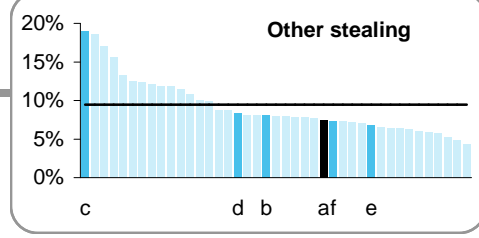
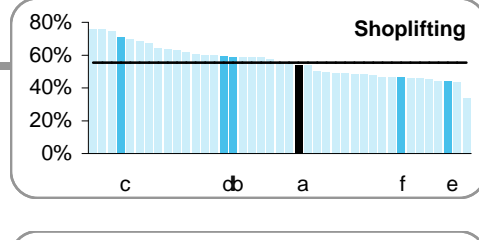
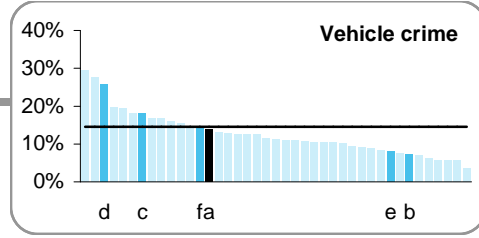
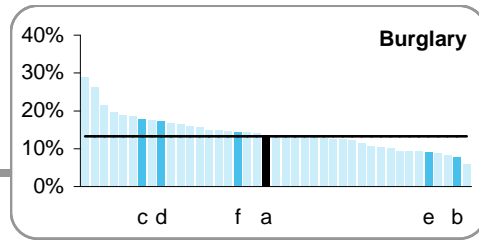
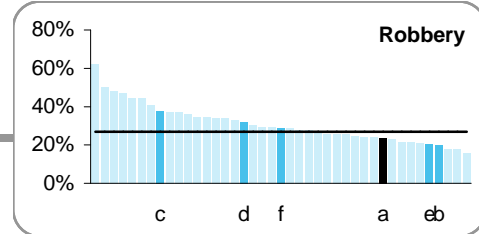
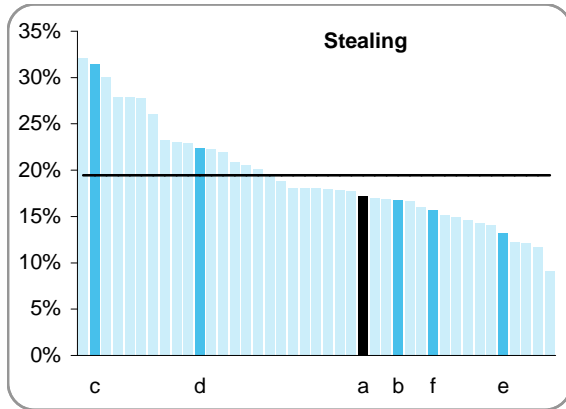
Population 2,629k

	Offences	per 1000	MSG	Difference	
Robbery					
Personal	3,566	1.4	1.1	746	26%
Business	633	0.2	0.2	180	40%
	4,199	1.6	1.2	926	28%
Burglary					
Domestic	15,735	6.0	5.6	998	7%
Non-domestic	14,583	5.5	5.3	605	4%
	30,318	11.5	10.9	1,602	6%
Vehicle crime	21,420	8.1	8.0	337	2%
Shoplifting	14,939	5.7	5.9	-697	-4%
Other stealing	39,600	15.1	13.8	3,201	9%
Stealing	110,476	42.0	40.0	5,369	5%

Source: Home Office Crime Statistics 2011/12



SANCTION DETECTIONS - STEALING

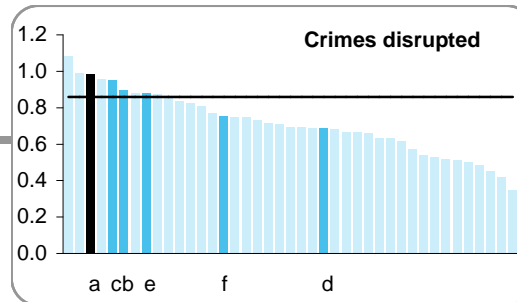
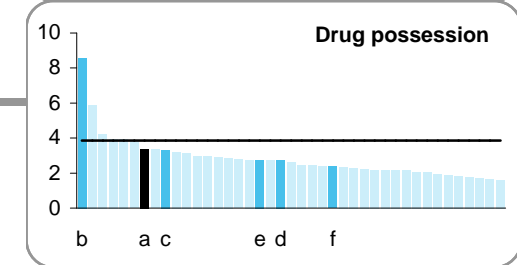
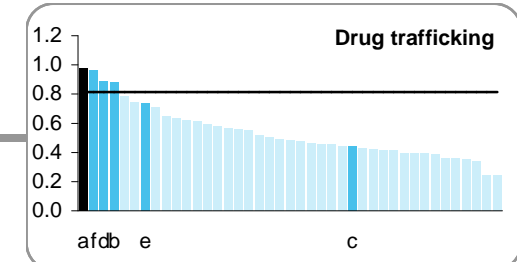
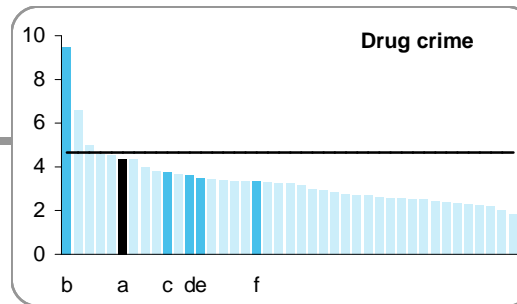
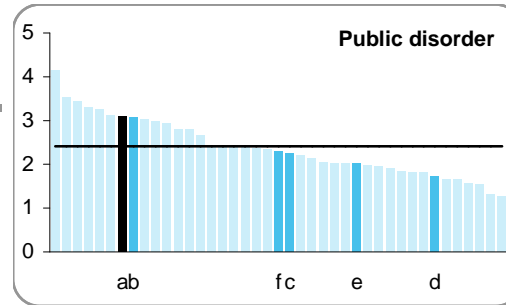
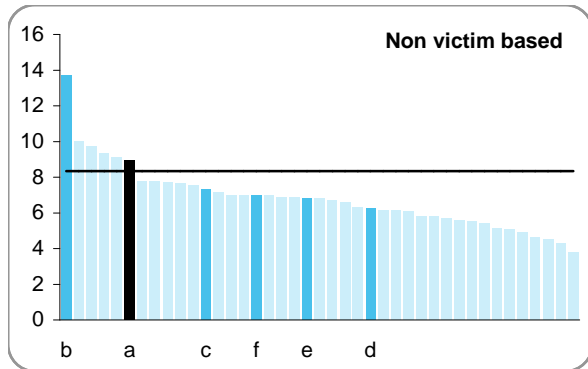


Population 2,629k

	Offences	SDs	%	MSG	Exp	Diff
Robbery						
Personal	3,566	853	24%	27%	952	-99
Business	633	133	21%	29%	185	-52
	4,199	986	23%	27%	1,137	-151
Burglary						
Domestic	15,735	2,740	17%	18%	2,809	-69
Non-domestic	14,583	1,339	9%	9%	1,298	41
	30,318	4,079	13%	13%	4,107	-28
Vehicle crime	21,420	2,981	14%	15%	3,112	-131
Shoplifting	14,939	7,987	53%	55%	8,282	-295
Other stealing	39,600	2,964	7%	9%	3,748	-784
Stealing	110,476	18,997	17%	19%	20,386	-1,389

Source: Home Office Crime Statistics 2011/12

RECORDED OFFENCES - NON VICTIM BASED
2011/12 per 1,000 population

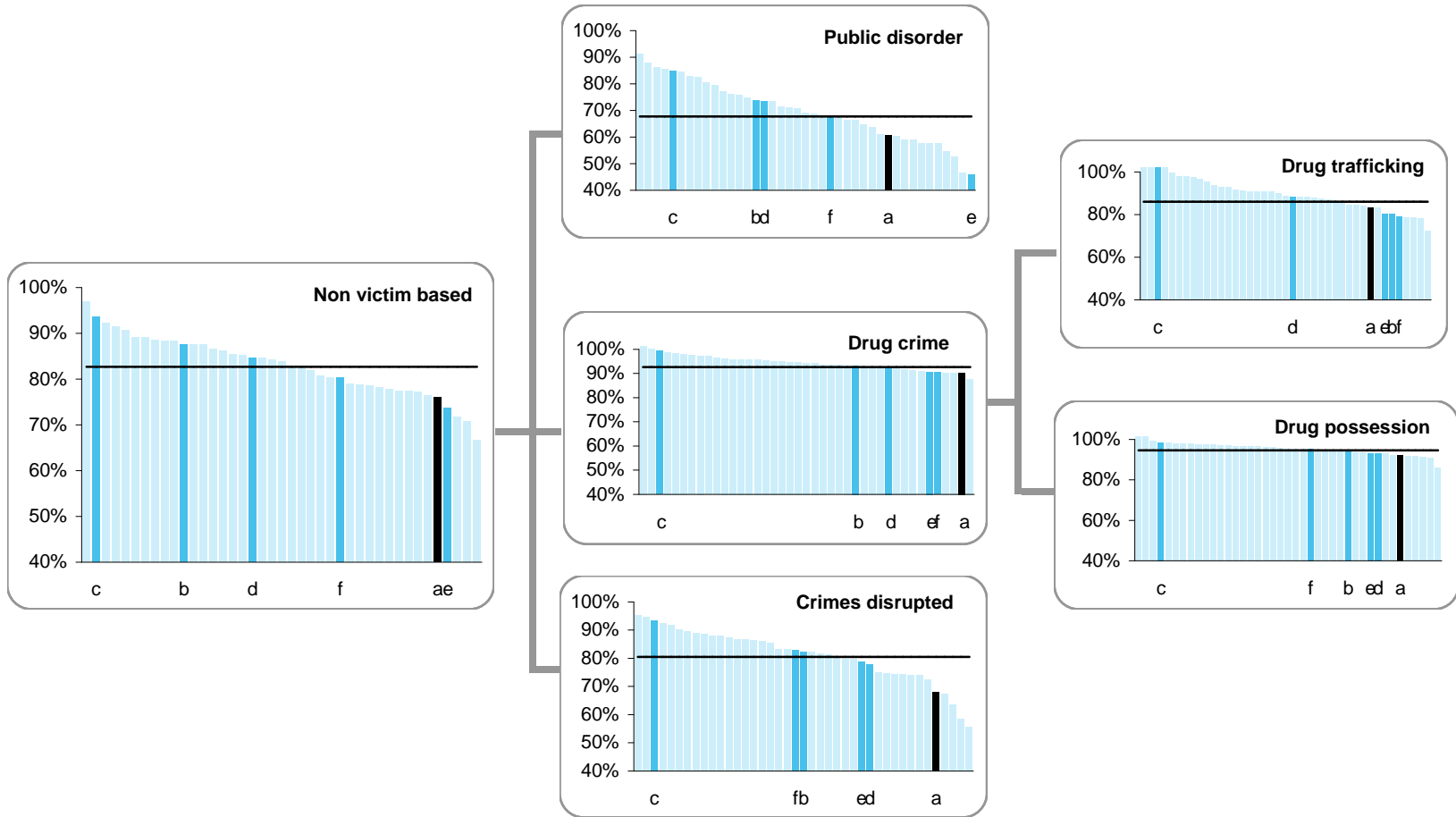


Population 2,629k

	Offences	per 1000	MSG	Difference	
Drug trafficking	2,570	1.0	0.8	432	20%
Drug possession	8,844	3.4	3.8	-1,278	-13%
Drug offences	11,414	4.3	4.7	-846	-7%
Public disorder	8,176	3.1	2.4	1,824	29%
Crimes disrupted	2,583	1.0	0.9	324	14%
Other non victim based	1,299	0.5	0.4	217	20%
Non victim based	23,472	8.9	8.3	1,520	7%

Source: Home Office Crime Statistics 2011/12

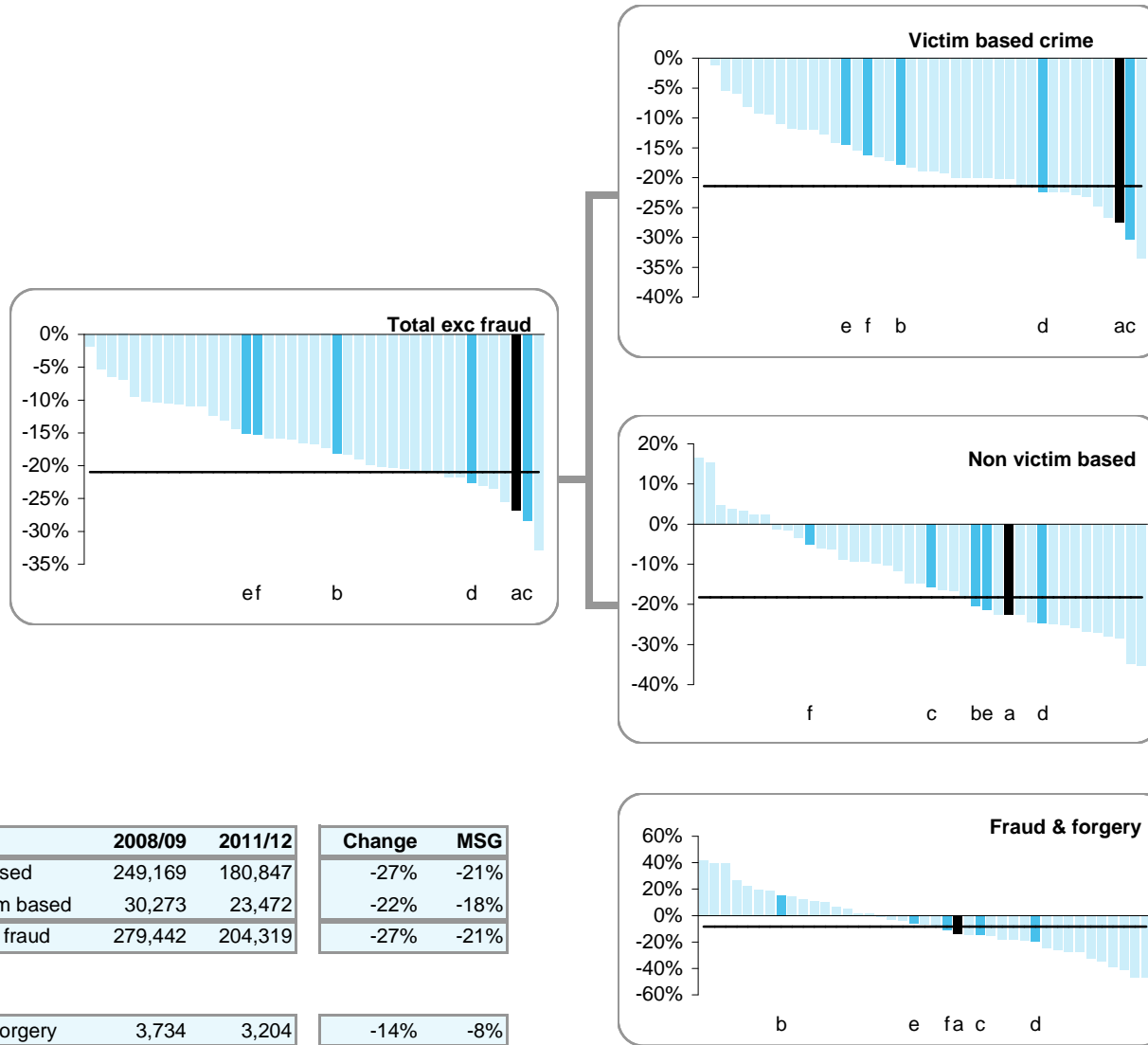
SANCTION DETECTIONS - NON VICTIM BASED



	Offences	SDs	%	MSG	Exp	Diff
Drug trafficking	2,570	2,137	83%	86%	2,211	-74
Drug possession	8,844	8,154	92%	95%	8,362	-208
Drug offences	11,414	10,291	90%	93%	10,573	-282
Public disorder	8,176	4,964	61%	68%	5,535	-571
Crimes disrupted	2,583	1,758	68%	81%	2,080	-322
Other non victim based	1,299	857	66%	72%	938	-81
Non victim based	23,472	17,870	76%	83%	19,126	-1,256

Source: Home Office Crime Statistics 2011/12

RECORDED OFFENCES - ALL CRIMES
Change 2008/09 to 2011/12

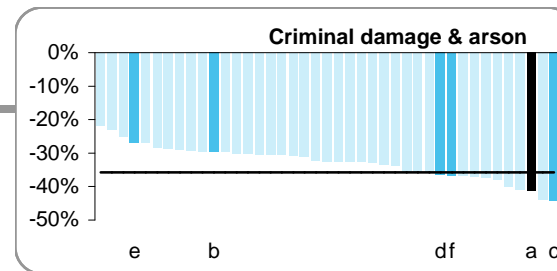
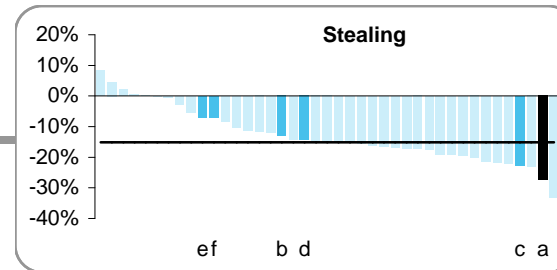
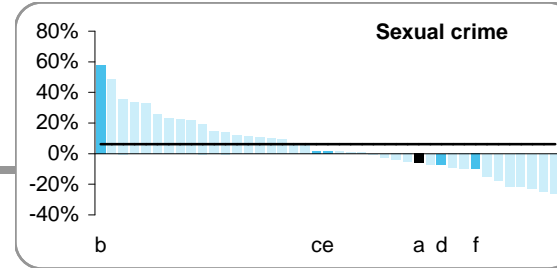
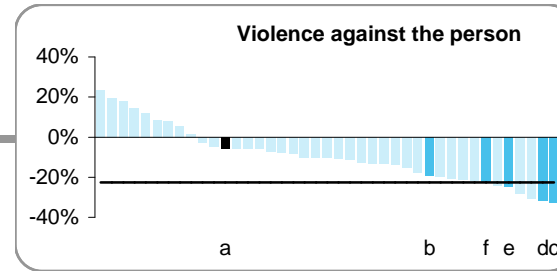
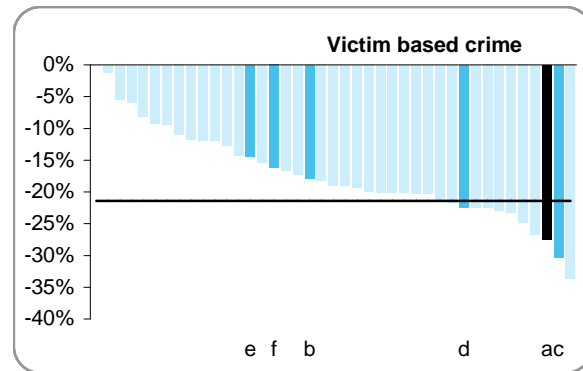


	2008/09	2011/12	Change	MSG
Victim based	249,169	180,847	-27%	-21%
Non victim based	30,273	23,472	-22%	-18%
Total exc fraud	279,442	204,319	-27%	-21%

Fraud & forgery	3,734	3,204	-14%	-8%
All crime	283,176	207,523	-27%	-21%

Source: Home Office Crime Statistics 2011/12

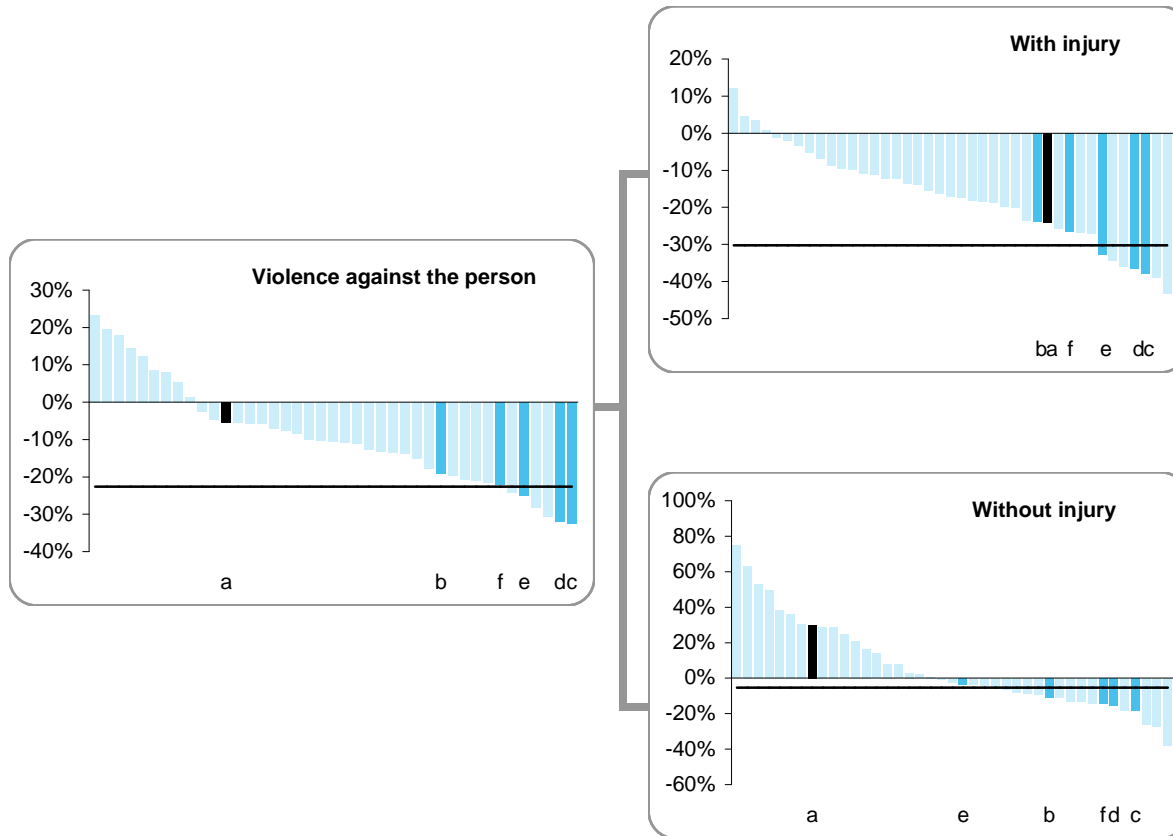
RECORDED OFFENCES - VICTIM BASED
 Change 2008/09 to 2011/12



	2008/09	2011/12	Change	MSG
Violence against person	34,283	32,407	-5%	-23%
Sexual offences	2,797	2,634	-6%	6%
Stealing	152,031	110,476	-27%	-15%
Criminal damage & arson	60,058	35,330	-41%	-36%
Victim based offences	249,169	180,847	-27%	-21%

Source: Home Office Crime Statistics 2011/12

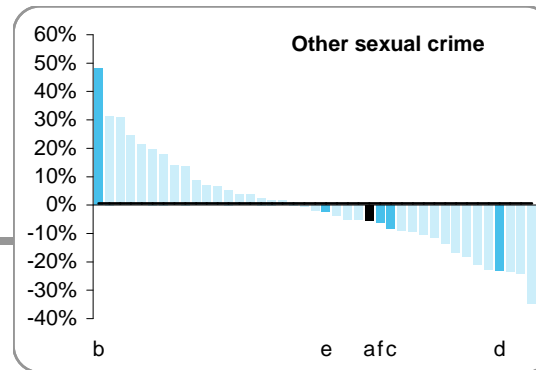
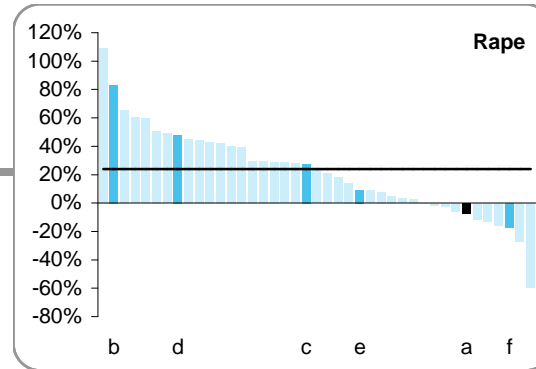
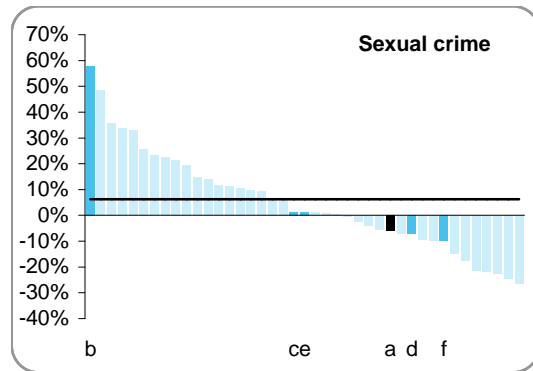
RECORDED OFFENCES - VIOLENCE AGAINST THE PERSON
 Change 2008/09 to 2011/12



	2008/09	2011/12	Change	MSG
With injury	22,399	16,986	-24%	-30%
Without injury	11,884	15,421	30%	-5%
Violence against person	34,283	32,407	-5%	-23%

Source: Home Office Crime Statistics 2011/12

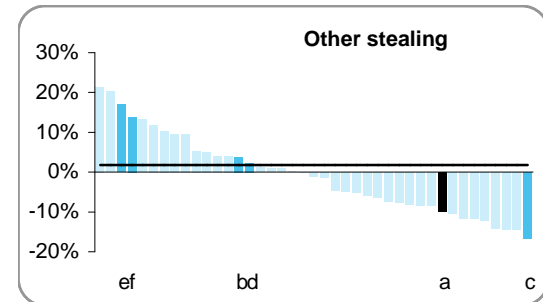
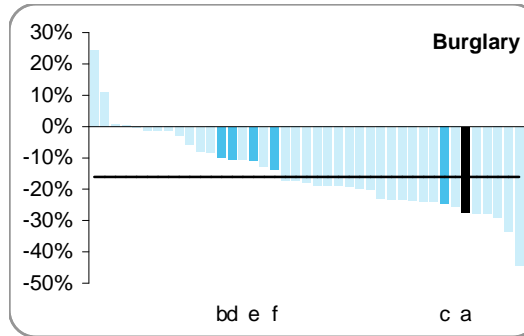
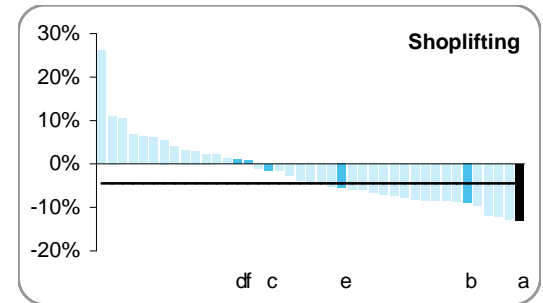
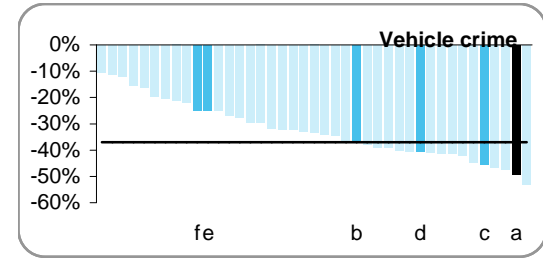
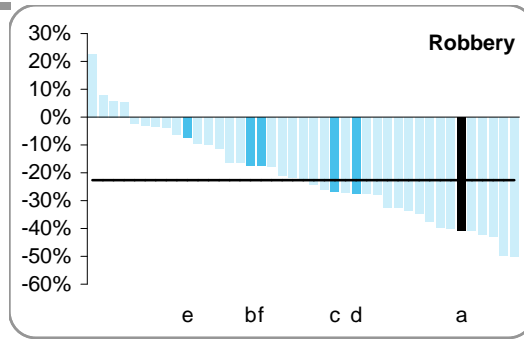
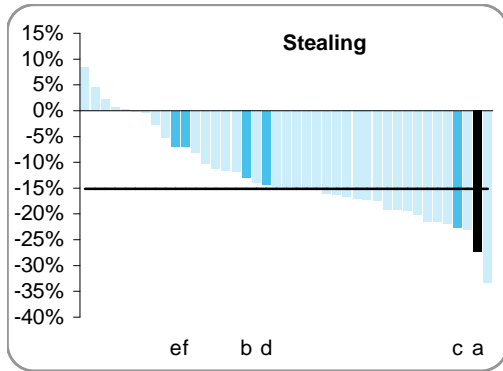
RECORDED OFFENCES - SEXUAL OFFENCES
 Change 2008/09 to 2011/12



	2008/09	2011/12	Change	MSG
Rape	834	776	-7%	24%
Other sexual offences	1,963	1,858	-5%	1%
Sexual offences	2,797	2,634	-6%	6%

Source: Home Office Crime Statistics 2011/12

RECORDED OFFENCES - STEALING
Change 2008/09 to 2011/12

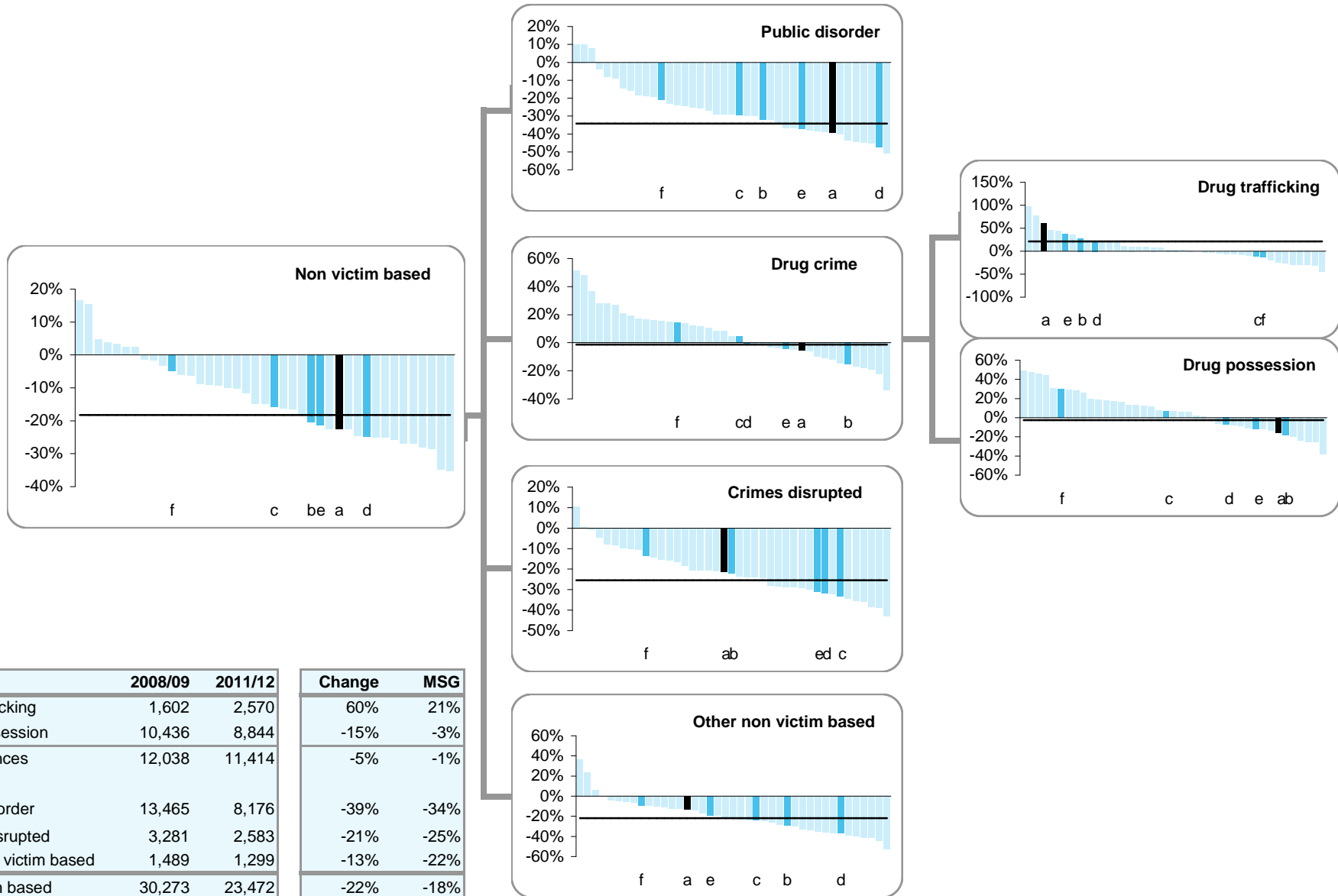


Population 2,629k

	2008/09	2011/12	Change	MSG
Robbery				
Personal	5,768	3,566	-38%	-22%
Business	1,297	633	-51%	-30%
	7,065	4,199	-41%	-23%
Burglary				
Domestic	23,719	15,735	-34%	-16%
Non-domestic	17,986	14,583	-19%	-16%
	41,705	30,318	-27%	-16%
Vehicle crime	42,241	21,420	-49%	-37%
Shoplifting	17,149	14,939	-13%	-4%
Other stealing	43,871	39,600	-10%	2%
Stealing	152,031	110,476	-27%	-15%

Source: Home Office Crime Statistics 2011/12

RECORDED OFFENCES - NON VICTIM BASED
 Change 2008/09 to 2011/12



	2008/09	2011/12	Change	MSG
Drug trafficking	1,602	2,570	60%	21%
Drug possession	10,436	8,844	-15%	-3%
Drug offences	12,038	11,414	-5%	-1%
Public disorder	13,465	8,176	-39%	-34%
Crimes disrupted	3,281	2,583	-21%	-25%
Other non victim based	1,489	1,299	-13%	-22%
Non victim based	30,273	23,472	-22%	-18%

Source: Home Office Crime Statistics 2011/12

Greater Manchester

CHANGE IN SANCTION DETECTIONS %

	2008/09	2011/12	Change	Msg
Victim based	18%	21%	3%	-1%
Non victim based	80%	76%	-4%	-2%
All crime exc fraud & forgery	25%	27%	3%	-1%
Fraud & forgery	36%	37%	1%	-8%
Victim based				
Violence against the person	38%	42%	3%	0%
Sexual offences	29%	36%	7%	0%
Stealing	15%	17%	2%	-2%
Criminal damage & arson	11%	12%	1%	-1%
Non victim based				
Public disorder	70%	61%	-10%	-5%
Drug offences	94%	90%	-4%	-2%
Crimes disrupted	75%	68%	-7%	-6%
Other non victim based	73%	66%	-7%	-4%
Violence against the person (VAP)				
VAP with injury	37%	40%	3%	-1%
VAP without Injury	40%	43%	3%	0%
Sexual offences				
Rape	31%	38%	7%	-2%
Other sexual offences	29%	36%	7%	1%
Stealing				
Personal robbery	16%	24%	8%	0%
Business robbery	19%	21%	2%	1%
Domestic burglary	12%	17%	6%	1%
Non Domestic burglary	8%	9%	1%	-2%
Vehicle crime	8%	14%	6%	-1%
Shoplifting	64%	53%	-10%	-13%
Other stealing	8%	7%	0%	-2%
Drugs				
Drug trafficking	78%	83%	5%	1%
Drug possession	96%	92%	-4%	-3%

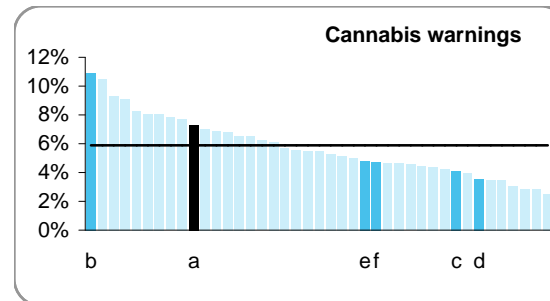
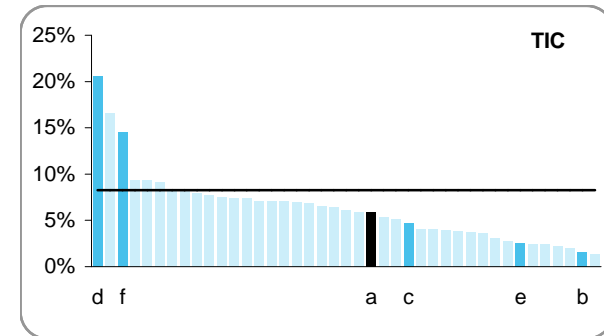
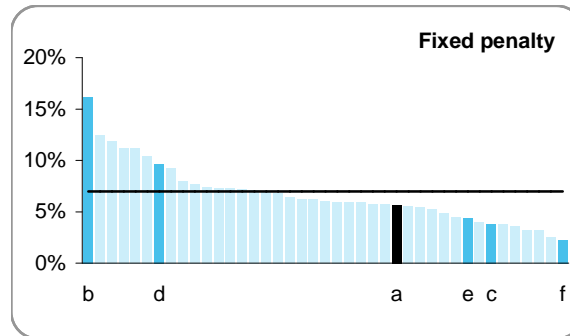
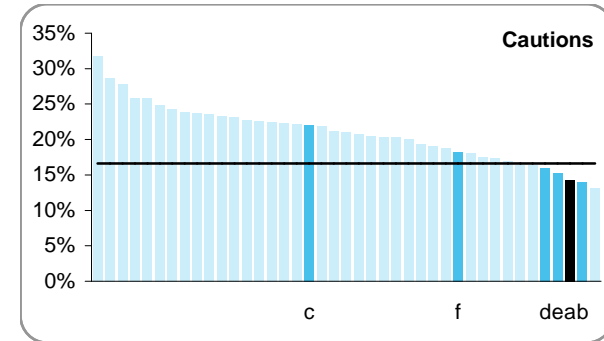
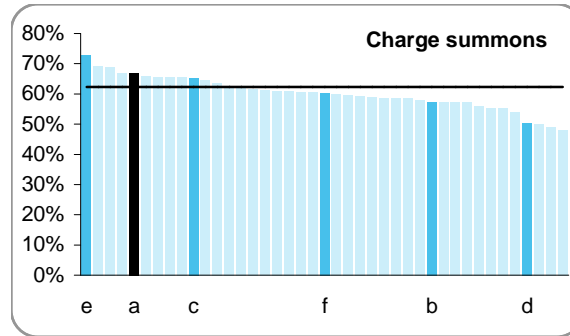
Note: Please be aware that community resolutions / restorative justice may impact on changes in sanction detection rates.

Source: Home Office Crime Statistics 2011/12

Greater Manchester

SANCTION DETECTIONS BY TYPE 2011/12

These charts show how different types of sanction detections are used.



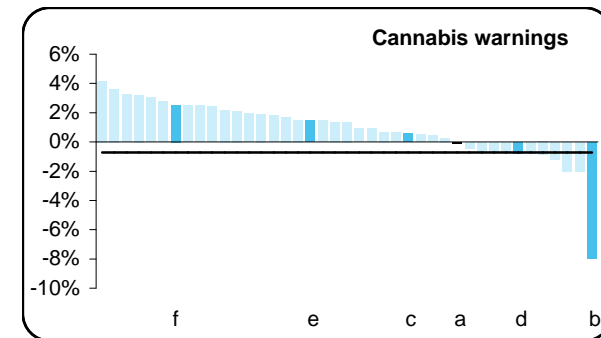
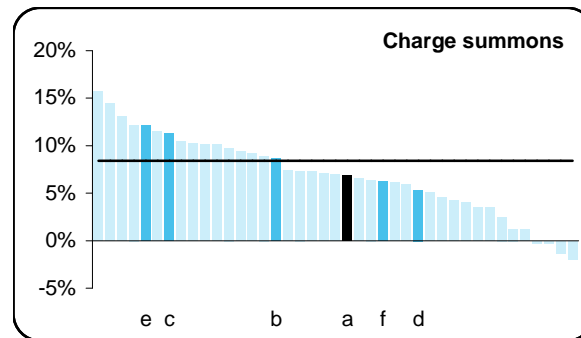
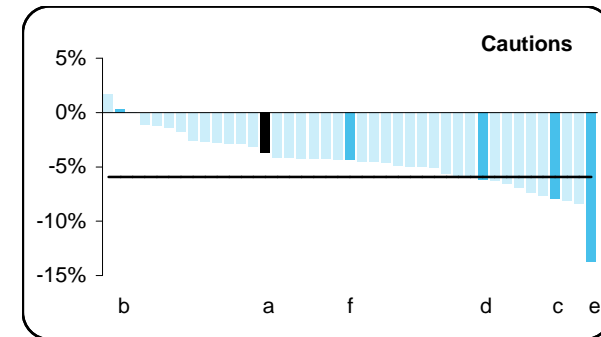
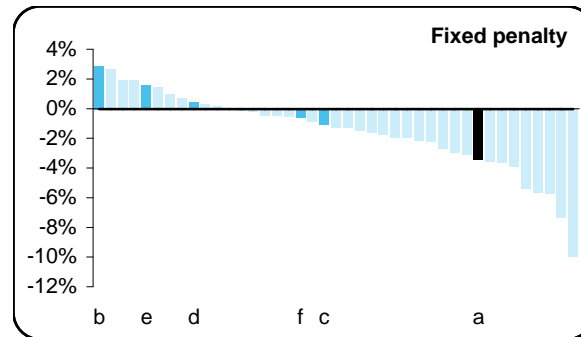
	%	MSG
Charge summons	67%	62%
Cautions	14%	17%
Penalty notices	6%	7%
Cannabis warnings	7%	6%
Taken into consideration	6%	8%
Total	100%	100%

Source: Home Office Crime Statistics 2011/12

CHANGES IN DETECTION TYPES

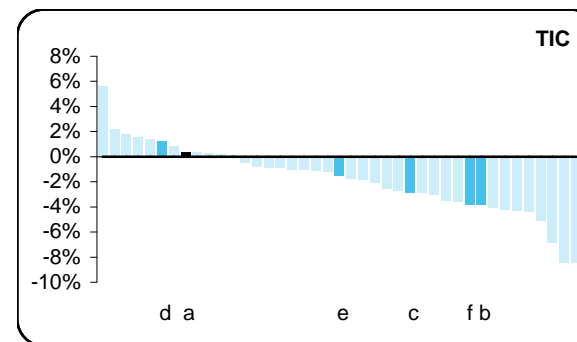
Changes 2008/09 to 2011/12

These charts show how the proportions of the types of sanction detections have changed since 2008/09. Note that up to 2008/09 cannabis warnings were recorded as FPN detections, from this point they have moved into 'Other'.



	2008/09	2011/12	Change	MSG
Charge summons	60%	67%	7%	8%
Cautions	18%	14%	-4%	-6%
Penalty notices	9%	6%	-3%	0%
Cannabis warnings	7%	7%	0%	-1%
Taken into consideration	5%	6%	0%	0%
Total	100%	100%		

Source: Home Office Crime Statistics 2011/12



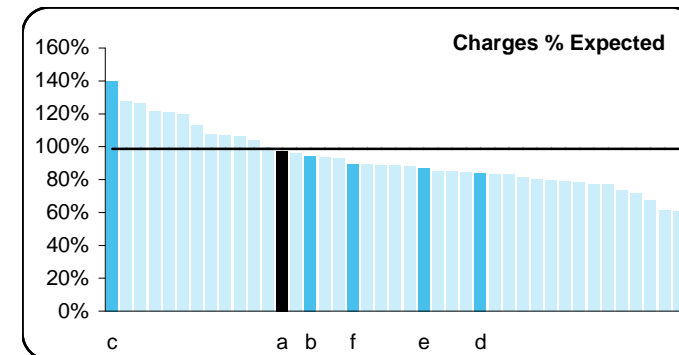
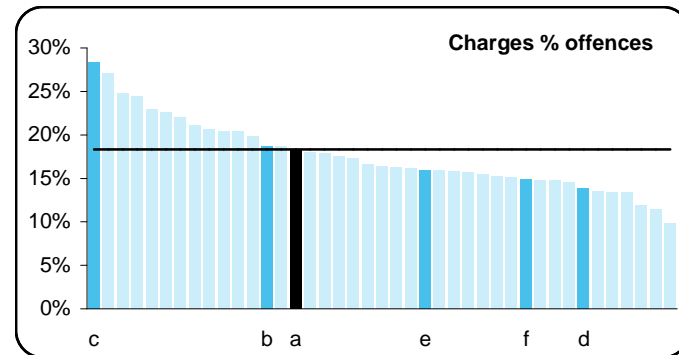
CHARGES

2011/12

These charts and tables show the overall charge rates and compare them with the expected charge rates. The expected charge rates show what the force would have achieved if they had matched the average for each crime type. The term charges relates to crime offences cleared up by means of charge or summons.

	Offences	Charges	%	MSG
Victim based				
VAP with injury	16,986	5,485	32%	33%
VAP without Injury	15,421	5,176	34%	36%
Rape	776	290	37%	27%
Other sexual offences	1,858	601	32%	31%
Domestic burglary	15,735	1,535	10%	9%
Non-domestic burglary	14,583	961	7%	6%
Robbery of personal property	3,566	739	21%	25%
Business robbery	633	132	21%	29%
Vehicle crime	21,420	1,679	8%	7%
Shoplifting	14,939	5,203	35%	36%
Other stealing	39,600	2,146	5%	6%
Criminal damage & arson	35,330	2,943	8%	8%
Non-victim based				
Public disorder	8,176	3,572	44%	45%
Drug trafficking	2,570	1,769	69%	68%
Drug possession	8,844	2,749	31%	32%
Crimes disrupted	2,583	1,426	55%	66%
Other non victim based	1,299	741	57%	63%
Total exc fraud	204,319	37,147	18%	18%
Fraud & forgery	3,204	821	26%	30%
All crime	207,523	37,968	18%	18%

Diff from expected
-49
-309
77
22
51
80
-143
-52
270
-239
-285
-19
-131
27
-95
-268
-73
-1,135
-145
-1,281



The level of expected charges is based on MSG average charge rates, whereas expected sanction detections shown on p61 are based on average rates for all forces

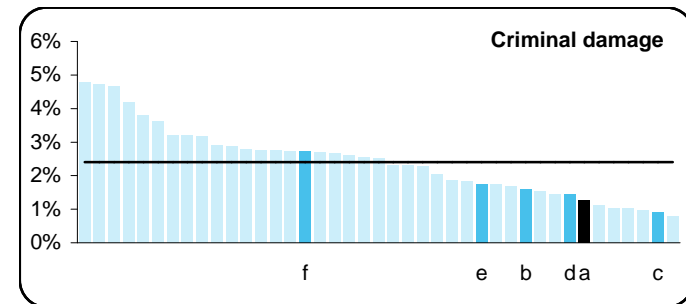
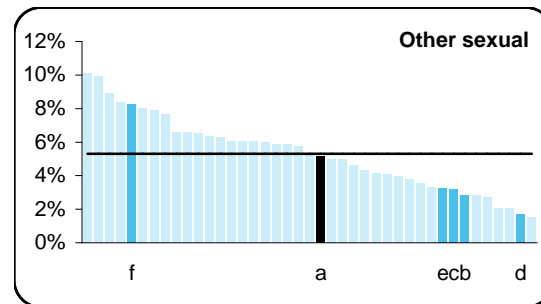
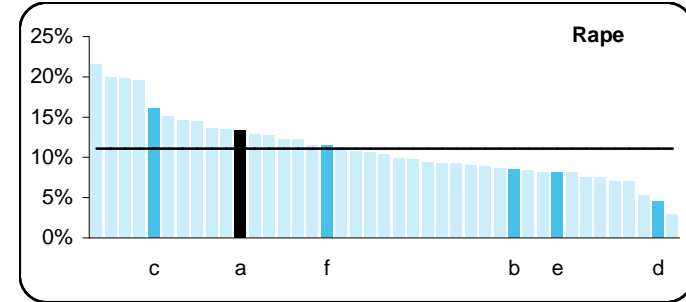
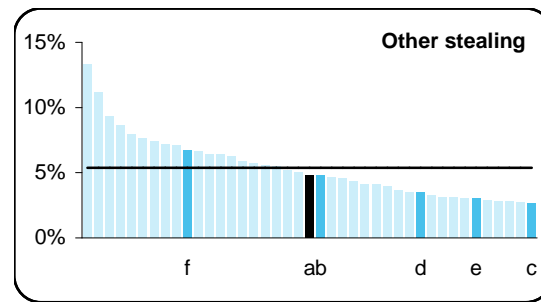
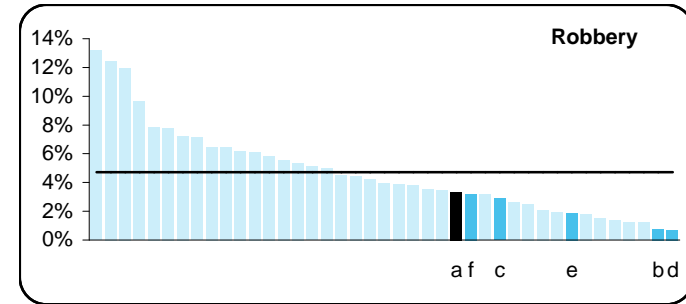
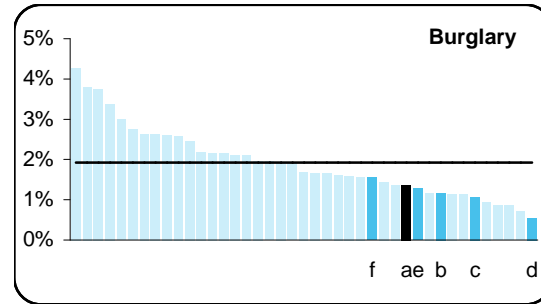
NO CRIME

These charts show the 'no crime rate' (number of 'no crimes' divided by total recorded crime).

This information gives a more rounded picture of a forces crime recording practises.

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

Outliers in the table below are highlighted for those in the top and bottom 10% nationally.



	2008/09	2009/10	2010/11	2011/12	Average
Burglary	1.3%	0.9%	0.7%	1.4%	1.9%
Robbery	2.0%	2.6%	1.0%	3.4%	4.7%
Other stealing	4.2%	3.9%	2.3%	4.8%	5.4%
Rape	13.5%	15.2%	7.2%	13.4%	11.1%
Other sexual	4.4%	4.1%	3.0%	5.2%	5.3%
Criminal damage	0.9%	0.7%	0.4%	1.3%	2.4%

Source: Home Office Crime Statistics 2011/12

Please note:

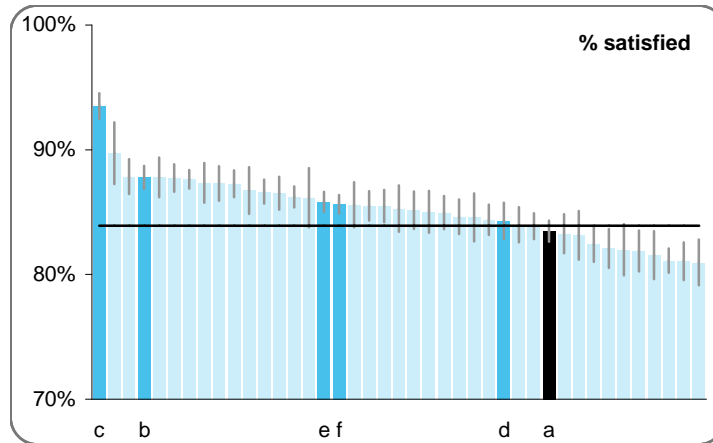
The proportion of 'no crimes' does not in itself infer high or low compliance with the overall requirements of the HOCR. Levels of 'no criming' are particularly susceptible to local recording practice and the IT systems in use. A police force having a high level of 'no crimes' may be indicative of that force having a local recording process that captures all reports as crimes at the first point of contact and before any further investigation has taken place to consider the full facts.

OVERALL SATISFACTION

2011/12 percentage satisfied

These charts show user satisfaction for the 'whole experience' (excluding road traffic collisions).

95% confidence intervals are also shown.



		Avg
Satisfaction	83.5%	83.9%
Confidence interval	0.8%	0.2%

Source: Victims of Crime Survey 2011/12

Greater Manchester

Appendix 1 – Crime Codes

Offences included in each category

1. Victim-based

1.1. Violence against the person

1.1.1. Violence with injury

- 1 Murder
- 4.2 Infanticide
- 4.1 Manslaughter
- 2 Attempted murder
- 37.1 Causing death by aggravated vehicle taking
- 4.10 Corporate manslaughter
- 4.3 Intentional destruction of a viable unborn child
- 4.4 Causing death by dangerous driving
- 4.6 Causing death by careless driving under influence of drink or drugs
- 4.7 Causing or allowing death of child or vulnerable person
- 4.8 Causing death by careless or inconsiderate driving
- 4.4/6 Historic code
- 4.4/6/8 Historic code
- 4.9 Causing death by driving: unlicensed drivers etc.
- 5A Wounding or carrying out an act endangering life (GBH with intent)
- 5B Use of substance or object to endanger life
- 8F Inflicting grievous bodily harm without intent
- 8G Actually bodily harm and other injury
- 8A Less serious wounding
- 8D Racially or religiously aggravated less serious wounding
- 5 Wounding or other act endangering life
- 8H Racially or religiously aggravated inflicting grievous bodily harm without intent
- 8J Racially or religiously aggravated actual bodily harm and other injury
- 8K Poisoning or female genital mutilation

1.1.2. Violence without injury (excl crime prevention and public order offences, inc kidnapping)

- 8C Historic - harassment and public fear
- 8E Historic - harassment and public fear (RRA)
- 8M Racially or religiously aggravated harassment
- 8L Harassment
- 7 Endangering life at sea
- 6 Endangering railway passengers
- 3 Threat or conspiracy to murder
- 3B Threats to kill
- 3A Conspiracy to murder
- 36 Kidnapping
- 14 Procuring illegal abortion
- 13 Child abduction
- 12 Abandoning child under two years
- 11 Cruelty to and neglect of children
- 105B Racially or religiously aggravated assault without injury
- 105A Assault without injury
- 104 Assault without injury on a constable

1.2. Sexual offences

1.2.1. Rape

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

1.2.2. Other sexual offences (excluding rape)

- 17A Sexual assault on a male aged 13 and over
- 17B Sexual assault on a male child under 13
- 20A Sexual assault on a female aged 13 and over
- 20B Sexual assault on a female child under 13
- 21 Sexual activity involving a child under 13
- 22A Causing sexual activity without consent
- 22B Sexual activity involving child under 16
- 23 Incest or familial sexual offences
- 70 Sexual activity etc with a person with a mental disorder
- 71 Abuse of children through prostitution and pornography
- 72 Trafficking for sexual exploitation
- 73 Abuse of position of trust of a sexual nature
- 88A Sexual grooming
- 88C Other miscellaneous sexual offences
- 88D Unnatural sexual offences
- 88E Exposure and voyeurism
- 16 Buggery
- 17 Indecent assault on a male
- 18 Gross indecency between males
- 20 Indecent assault on a female
- 22 Unlawful sexual intercourse with a girl under 16
- 25 Abduction of female
- 74 Gross indecency with a child
- 139 Indecent exposure

1.3. Acquisitive crime

1.3.1. Burglary

1.3.1.1. Domestic burglary

- 28 Domestic Burglary
- 28A Burglary in a dwelling
- 28B Attempted burglary in a dwelling
- 28C Distraction burglary in a dwelling
- 28D Attempted distraction burglary in a dwelling
- 29 Aggravated burglary in a dwelling

1.3.1.2. Non-domestic burglary

- 30 Historic code
- 30A Burglary in a building other than a dwelling
- 30B Attempted burglary in a building other than a dwelling
- 31 Aggravated burglary in a building other than a dwelling
- 30 Historic code

1.3.2.1. Robbery - personal

- 34B Robbery of personal property

1.3.2.2. Robbery - business

- 34A Robbery of business property

1.3.3. Vehicle crime

- 37.2 Aggravated vehicle taking
- 48 Theft or unauthorised taking of motor vehicle
- 2.0007 - of which, attempted theft of a vehicle
- 126 Interfering with a motor vehicle
- 45 Theft from vehicle

1.3.4. Shoplifting

- 46 Shoplifting

1.3.5. Other acquisitive crime

- 39 Theft from the person
- 40 Theft in a dwelling other than from an automatic machine or meter
- 44 Theft or unauthorised taking of a pedal cycle
- 49 Other theft
- 35 Blackmail
- 41 Theft by an employee
- 42 Theft of mail
- 43 Dishonest use of electricity
- 47 Theft from automatic machine or meter
- 53B Preserved other fraud and repealed fraud offences (pre Fraud Act 2006)

1.4. Criminal damage & arson

- 56 Arson
- 56A Arson endangering life
- 56B Arson not endangering life
- 58A Criminal damage to a dwelling
- 58B Criminal damage to a building other than a dwelling
- 58C Criminal damage to a vehicle
- 58D Other criminal damage
- 58E Racially or religiously aggravated criminal damage to a dwelling
- 58F Racially or religiously aggravated criminal damage to a building other than a dwelling
- 58G Racially or religiously aggravated criminal damage to a vehicle
- 58H Racially or religiously aggravated other criminal damage

2. Non victim-based Crime

2.1. Public disorder

- 9A Public fear, alarm or distress
- 9B Racially or religiously aggravated public fear, alarm or distress
- 64 Riot
- 65 Violent disorder
- 66 Other offences against the State or public order
- 62 Treason
- 63 Treason - felony

2.2. Drug offences

2.2.1. Drug trafficking

92A Trafficking in controlled drugs

2.2.2. Drug possession

92C Other drug offences

92D Possession of controlled drugs (excl. cannabis)

92E Possession of controlled drugs (cannabis)

92B Historic code possession of controlled drugs

2.3. Crimes disrupted

8B Historic code - possession of weapons

5C Possession of items to endanger life

10A Possession of firearms with intent

10B Possession of firearms offences

10C Possession of other weapons

10D Possession of article with blade or point

33 Going equipped for stealing, etc

53J Possession of articles for use in fraud

54 Handling stolen goods

59 Threat or possession with intent to commit criminal damage

61A Possession of false documents

90 Other knife offences

2.4. Other state-based offences

15 Concealing an infant death close to birth

26 Bigamy

55 Bankruptcy and insolvency

67 Perjury

68 Libel

75 Betting, gaming and lotteries

76 Aiding suicide

78 Immigration Acts

79 Perverting the course of justice

80 Absconding from lawful custody

81 Other firearms offences

82 Customs and Revenue offences

83 Bail offences

84 Trade descriptions etc

85 Health and Safety offences

- 86 Obscene publications etc
- 87 Protection from eviction
- 89 Adulteration of food
- 91 Public health offences
- 94 Planning laws
- 95 Disclosure, obstruction, false or misleading statements etc
- 99 Other notifiable offences (class 98/99)
- 802 Dangerous driving
- 814 Fraud, forgery etc associated with vehicle or driver records
- 27 Soliciting for the purposes of prostitution
- 24 Exploitation of prostitution
- 38 Profiting from or concealing knowledge of the proceeds of crime
- 69 Offender management act
- 53H Making or supplying articles for use in fraud

3. Fraud & forgery

- 51 Fraud by company director
- 52 False accounting
- 53C Fraud by false representation: cheque, plastic card and online bank accounts (not PSP)
- 53D Fraud by false representation: other frauds
- 53E Fraud by failing to disclose information
- 53F Fraud by abuse of position
- 60 Forgery or use of false drug prescription
- 61 Other forgery
- 53A Cheque and credit card fraud (pre Fraud Act 2006)
- 53G Obtaining services dishonestly (to be discontinued)

Appendix 2 – POA Categories

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

1) Local policing

- a. Neighbourhood policing
- b. Incident (response) management
- c. Local investigation
- d. Specialist community liaison
- e. Local command team and support overheads

2) Dealing with the public

- a. Local call centres / front desk
- b. Central communications unit
- c. Contact management units
- d. Dealing with the public command team and support overheads

3) Criminal justice arrangements

- a. Custody / prisoner handling
- b. Criminal justice
- c. Police national computer
- d. Criminal record bureau
- e. Coroner assistance
- f. Fixed penalty schemes (central ticket office)
- g. Property officer / stores
- h. Criminal justice arrangements command team and support overheads

4) Road policing

- a. Traffic units
- b. Traffic wardens / police community support officers - traffic
- c. Vehicle recovery
- d. Casualty reduction partnership
- e. Road policing command team and support overheads

5) Specialist operations

- a. Central operations command team and support overheads
- b. Air operations
- c. Mounted police
- d. Specialist terrain
- e. Dogs section
- f. Level 1 advanced public order
- g. Airport & ports policing unit
- h. Firearms unit
- i. Civil contingencies and planning

6) Intelligence

- a. Central intelligence command team and support overheads
- b. Intelligence analysis / threat assessments
- c. Intelligence gathering

7) Specialist investigations

- a. Crime support command team and support overheads
- b. Major investigation unit
- c. Economic crime (including regional asset recovery team)
- d. Specialist investigation units
- e. Serious & organised crime unit
- f. Public protection

8) Investigative support

- a. Scenes of crime officers
- b. External forensic costs
- c. Fingerprint / dna bureau
- d. Photographic image recovery
- e. Other forensic services
- f. Investigative support command team and support overheads

9) National policing

- a. Secondments (out of force)
- b. Counter terrorism / special branch
- c. ACPO projects / initiatives
- d. Hosting national services
- e. Other national policing requirements

10) Support functions

- a. Human resources
- b. Finance
- c. Legal
- d. Fleet services
- e. Estates / central building costs
- f. Information communication technology
- g. Professional standards
- h. Press and media
- i. Performance review / corporate development
- j. Procurement
- k. Training
- l. Administration support
- m. Force command
- n. Support to associations and trade unions
- o. Freedom of information
- p. Social club support and force band
- q. Insurance / risk management
- r. Catering

11) Police authority

- a. Democratic representation
- b. Police authority support
- c. Other costs
- d. Yreasury management
- e. Internal audit

12) Central costs

- a. Revenue contribution to capital
- b. Capital financing
- c. Pensions and exit costs

Appendix 3

Restorative Justice / Community resolutions

Forces who return data on RJ / CR (to Mar-12)

Force	Approx RJ (inc other)
Avon & Somerset	5,287
Cambridgeshire	1,273
Derbyshire	5,829
Devon and Cornwall	5,380
Dorset	236
Dyfed-Powys	197
Essex	3,213
Gloucestershire	2,594
Greater Manchester	2,601
Gwent	205
Hampshire	4,038
Leicestershire	27
Lincolnshire	6
Merseyside	2,117
Norfolk	1,992
Northamptonshire	2,509
Northumbria	2,011
Suffolk	4,003
Surrey	3,492
Sussex	3,891
Thames Valley	4,663
Warwickshire	383
West Mercia	4,540
Wiltshire	1,202

Outsourcing of Custody

Forces who outsource custody (as at 26/07/2012)

Force	with
Cleveland	Reliance
Norfolk	Reliance
Suffolk	Reliance
Sussex	Reliance
TVP	Reliance
Warwickshire	Reliance
West Mercia	Reliance
Lancashire	G4S
Lincolnshire	G4S
South Wales	G4S
Staffordshire	G4S