

Data in this profile was correct at time of production in November 2011. However, historical data is occasionally revised by police forces, so the data in the Profile may not match the latest published statistics.



HMIC Value for Money Profiles 2011

Amended 9th November 2011

Lincolnshire 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** Lincolnshire
- b** Dyfed-Powys
- c** Norfolk
- d** North Wales
- e** Suffolk

INTRODUCTION

The purpose of the profiles is to help you compare forces' performance and resources. The key features are:

- Designed for use by force management, police authorities (and PCCs) as well as HMIC.
- Contain a wide range of information, in a single easy to use document.
- Presented in a single format to enable you to target attention on the key differences which require explanation and action to improve.
- Timely - being published during October, when key budget decisions are being taken.
- Not league tables or targets

The profiles and their database represents probably millions of individual judgements made by a range of staff from police officers at the scene of a crime, to accountants and HR staff. With so many human decisions, complete accuracy would be extremely costly. But there needs to be sufficient checking to make the data fit for purpose. It needs to be good enough for local users to identify meaningful differences.

The explanatory value of comparisons however also depends on more than just getting the numbers right. The categories themselves must not introduce distortions. And the cluster of data for each force needs to be compared with that for similar forces. The remainder of this introduction deals with each of these points.

- How the data has been checked
- How the crime and financial data is compared using a new taxonomy
- How forces are compared

Checking the data

The bulk of the non financial data has already been through local and national checking. And while the new Police Objective Analysis (POA) is now sufficiently mature to use in the profiles, it is still a large and difficult dataset to collect for each force. To bring it up to a useable standard, HMIC has made a considerable effort to improve quality by applying a systematic quality assurance process:

- Chartered Institute of Public Finance (CIPFA) applied arithmetic and reconciliation checks;
- each force was asked to check statistical outliers; and
- each force received a draft profile to check again, before the final profile you are reading was produced.

As a result of this checking process, just under half of forces made changes to the draft, a handful of forces have informed us of accounting errors, which they have been unable to fix in time. For example, fleet service's costs incorrectly allocated to transport costs. HMIC have strongly encouraged forces to make the necessary changes, but forces are responsible for the data they have contributed.

Cleveland and Essex provided some anomalous data, the former related to Finance and the latter related to Police Authority costs. The figures have been excluded from the averages.

New taxonomy for finance and crime data

Police Objective Analysis – Useful comparisons depend on unambiguous categories, clearly defined and correctly completed. The Police Objective Analysis (POA) which has been running for three years is included in this year's profiles, replacing a large part of the Home Office's Annual Data Return (ADR). The POA is better in a number of respects:

- more up to date groupings and definitions (called Objectives) than the ADR.
- more accurate allocation of subjective costs such as staff, supplies and services etc
- includes costs and staff numbers, while the ADR only counted staff.

One issue with this data arises where forces have engaged in joint working, for example in the provision of air support. In such cases the exporting force will show the gross costs of provision both to itself and to its partners. It should also show the corresponding income so that its net cost ought not to be distorted, and most of the comparisons shown here are of net costs. However its gross costs per head will be distorted, as will the national gross costs, since the cost of the exported services will have been counted twice. In the tables that show gross costs and income, some indication of this can be obtained where the level of income shown is noticeably higher than the average.

A similar distortion can occur where a service such as custody is bought in from the private sector. In this case the total gross cost will not be distorted, but its component costs, eg staff versus non-staff costs, will not be comparable.

For next year's profiles HMIC will work with CIPFA, ACPO Finance and Police Authority Treasurers to try to address this issue. One proposal is to introduce a new cost sub heading "collaboration payments" corresponding to the income heading which already exists. These could be netted off to avoid the exaggeration of gross costs.

Victim based crime - This year's profiles also include a better analysis of crimes and detections, by comparing separately victim based crimes from non victim based crimes. The latter includes state based crimes such as public order and cannabis offences which are often a reflection of police activity. Victim based crimes are further broken down in to four comprehensive crime types: violence, sexual, stealing and criminal damage & arson. Where we can, commercial crimes are highlighted. The crime mapper is also moving towards this taxonomy.

Like beauty, the validity of comparisons is often in the eye of the beholder. If you prefer to construct your own group or compare with a particular force, say with other forces implementing restorative justice, we can provide it. The standard profiles however, use the Home Office's most similar group average. These compare each force with a group of other most similar forces based on a basket of demographic variables. These variables are correlated with crime, fear of crime amongst other variables. So force differences, for instance in crime rates, could be attributed to the way the force is managed and crucially the relative level of resources.

We also use the MSG average for comparing costs and staffing. While it was not designed for this purpose, it does not seem unreasonable as a point of departure. Local market factors clearly affect cost comparisons too, but they do not affect the comparison of staff numbers – a PC is a PC whether in London or Suffolk. For support costs we present further charts to enable comparisons.

Adopting your suggestions

We also received about 75 written submissions on the how the profiles could be improved. We have tried to include as many as possible, the main suggestions were for better labelling and explanations.

Common queries

The three most common queries received are worth answering here. 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 2009 population estimate to align with Home Office publications especially crime rates. The third concerned changes in the way we calculate differences in the mix of staff, for example on page 55 - %age Police Officer. Rather than basing the calculation on ftes, we have used gross costs as the denominator 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

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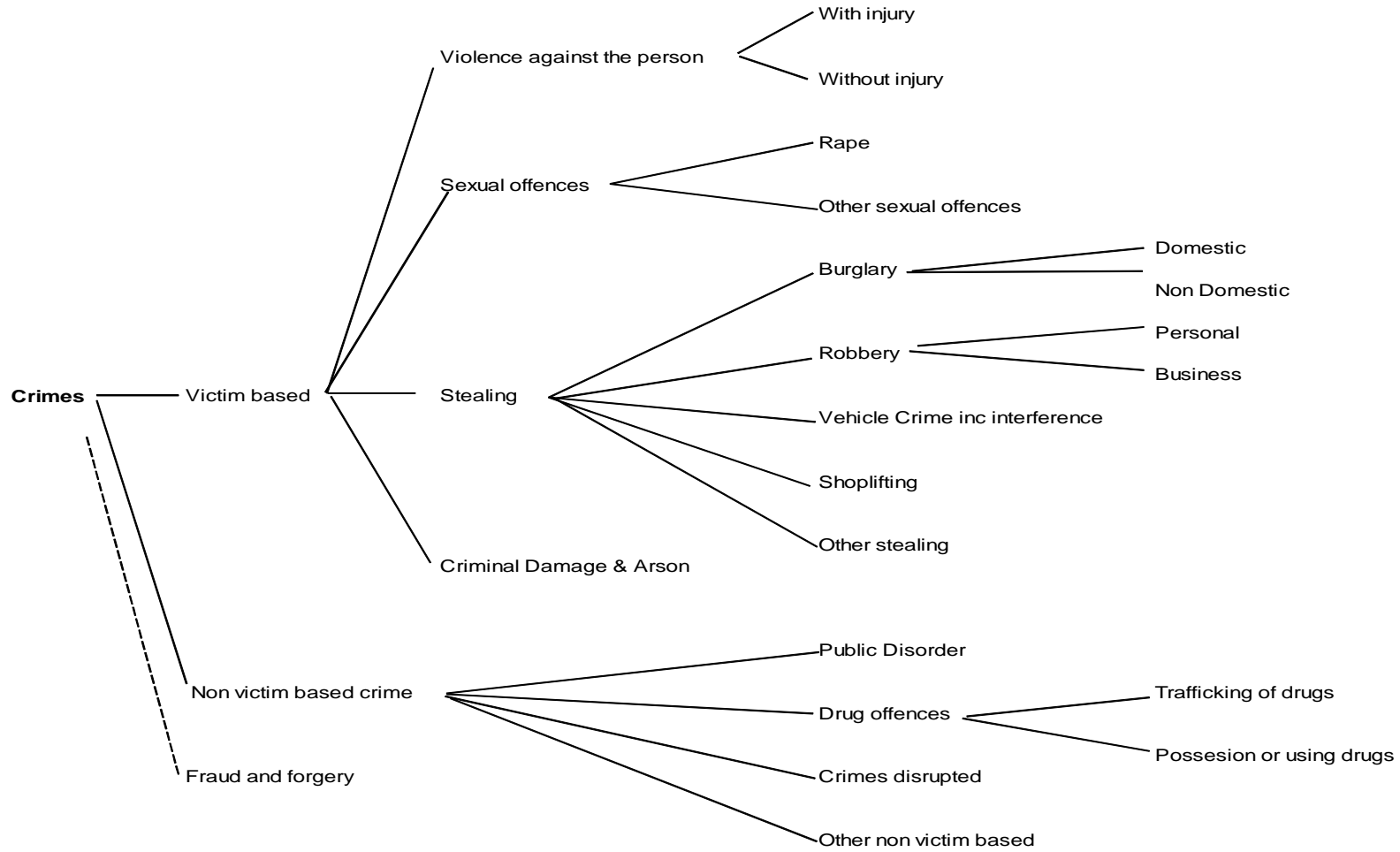
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Section One - Offences & Outcomes

INTRODUCTION

This section focuses on criminal offences dealt with by each force and resulting outcomes. Crime and sanction detections are presented in a new 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
- > 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

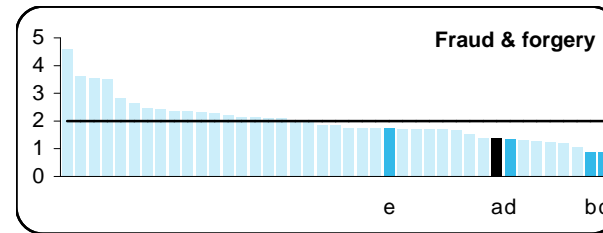
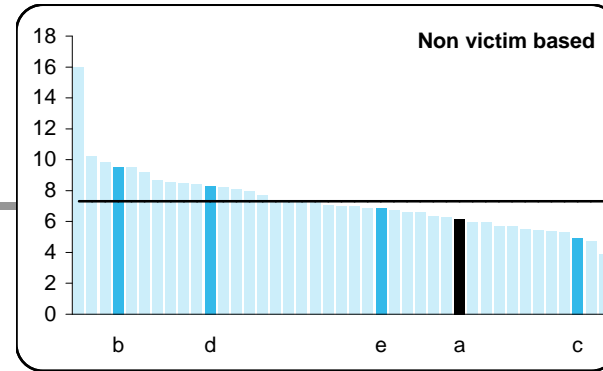
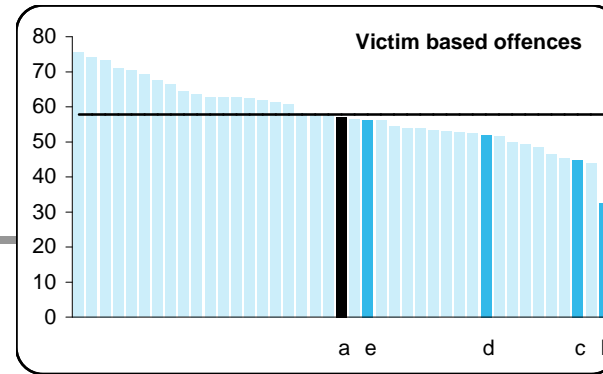
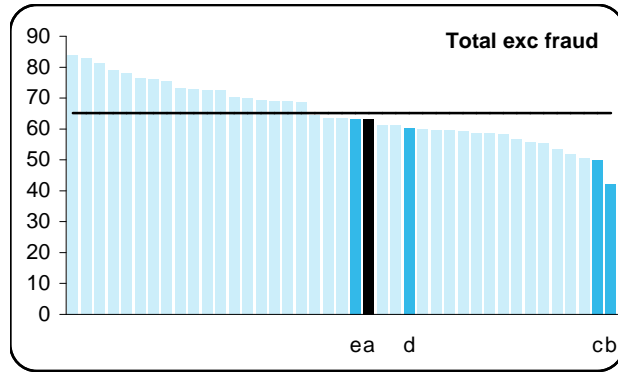
Expected sanction detection volumes are calculated by modelling what force detections would be should the force align to the peer average.

Where averages are included these are the average of all forces excluding the City of London and Metropolitan police, (except in the profiles for these forces themselves). The averages quoted are simple unweighted averages and not weighted national averages.

This section also contains details on the most up to date arrest data, which is not published until April 2012.

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

RECORDED OFFENCES - ALL CRIMES
2010/11 per 1,000 population



Population 698k

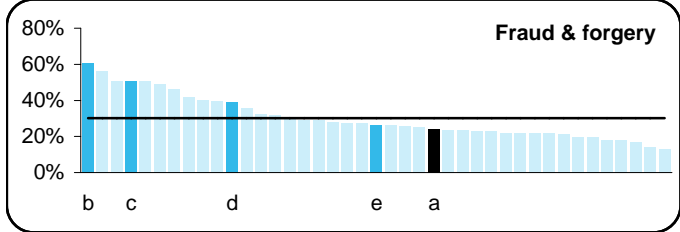
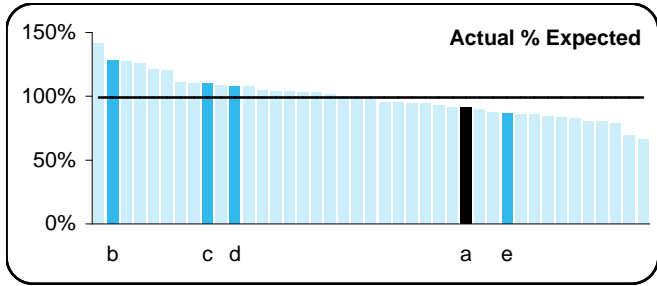
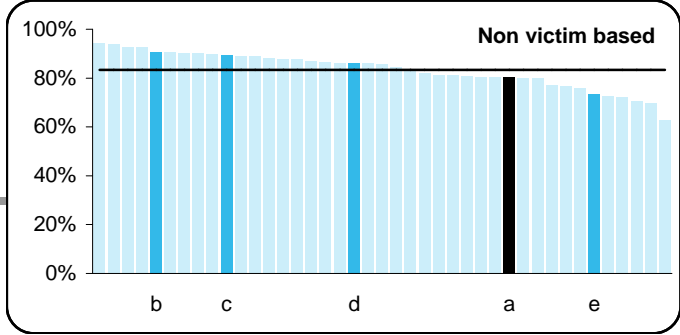
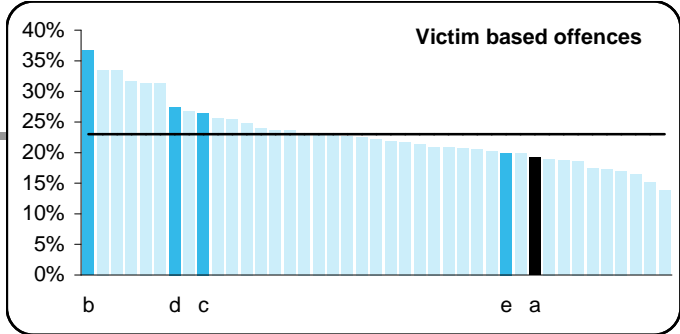
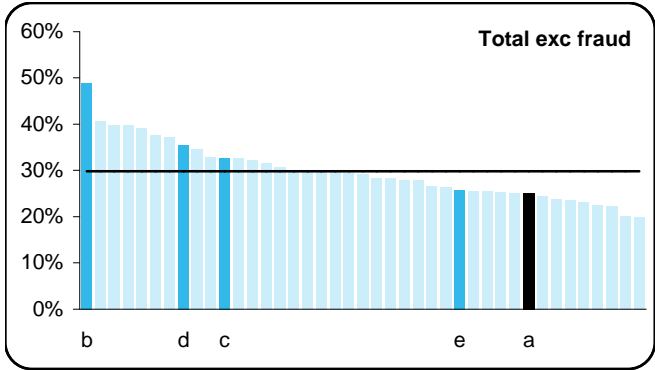
	Offences	per 1000	Avg	Difference	
Victim based	39,744	56.9	57.8	-601	-1.5%
Non victim based	4,278	6.1	7.3	-830	-16.3%
Total exc fraud	44,022	63.1	65.1	-1,432	-3.1%

Fraud & forgery	970	1.4	2.0
Grand total	44,992	64.5	67.1

Source: Home Office Crime Statistics 2010/11

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.



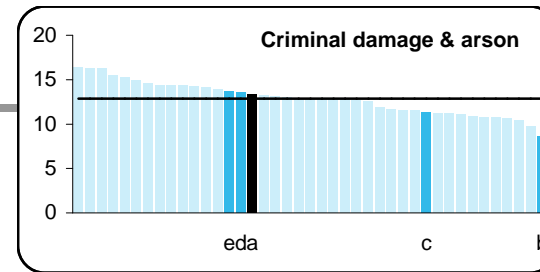
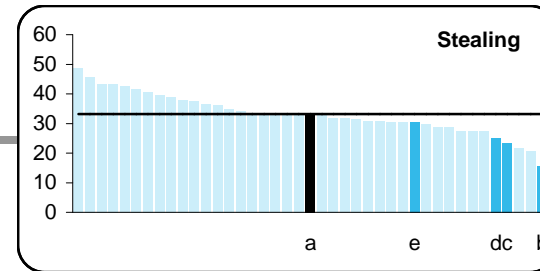
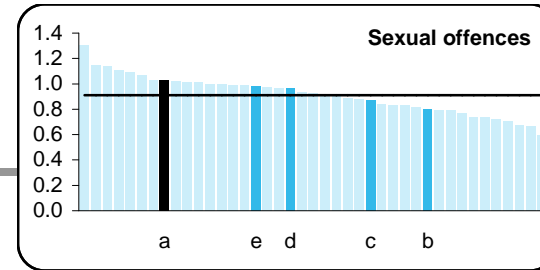
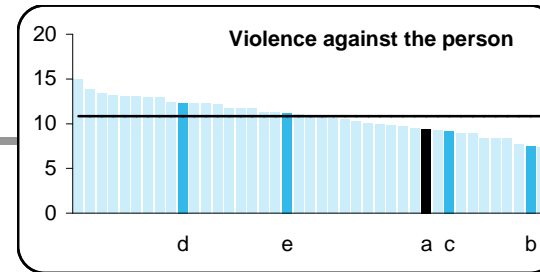
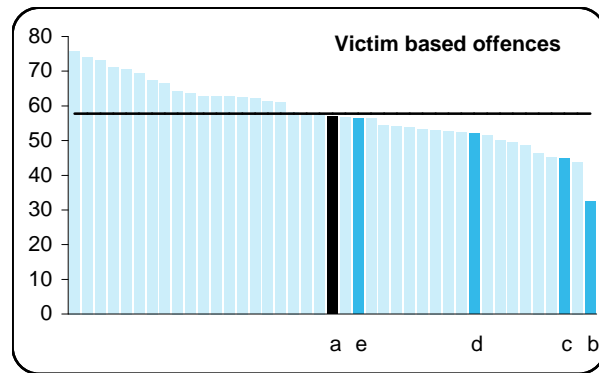
	Offences	SDs	%	Avg	Exp	Diff
Victim based	39,744	7,619	19%	23%	8,636	-1,017
Non victim based	4,278	3,434	80%	83%	3,496	-62
Total exc fraud	44,022	11,053	25%	30%	12,131	-1,078

Actual % expected 91%

Fraud & forgery	970	232	24%	30%	293	-61
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Source: Home Office Crime Statistics 2010/11

RECORDED OFFENCES - VICTIM BASED
2010/11 per 1,000 population

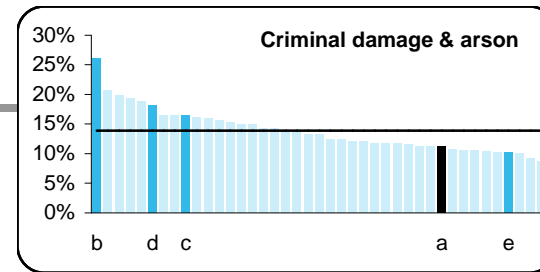
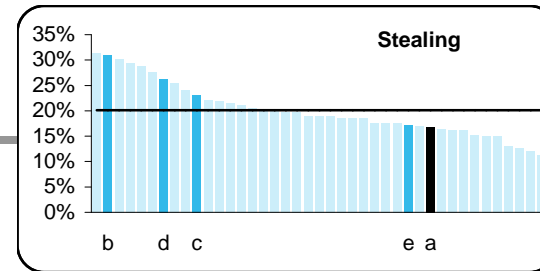
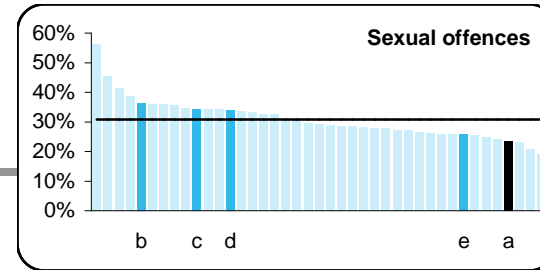
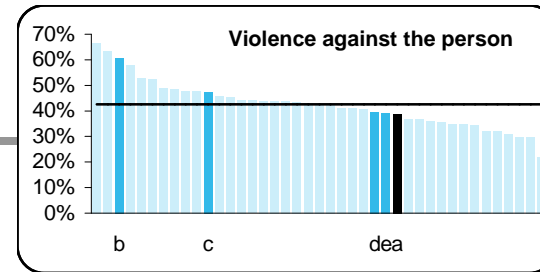
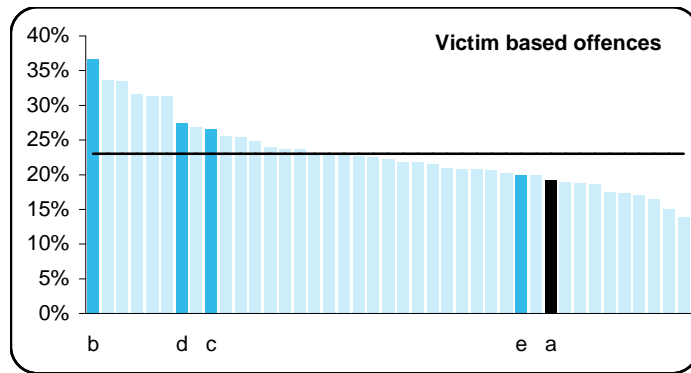


Population 698k

	Offences	per 1000	Avg	Difference	
Violence against the person	6,540	9.4	10.9	-1,035	-14%
Sexual offences	718	1.0	0.9	82	13%
Stealing	23,188	33.2	33.2	37	0%
Criminal damage & arson	9,298	13.3	12.9	316	4%
Victim based offences	39,744	56.9	57.8	-601	-1%

Source: Home Office Crime Statistics 2010/11

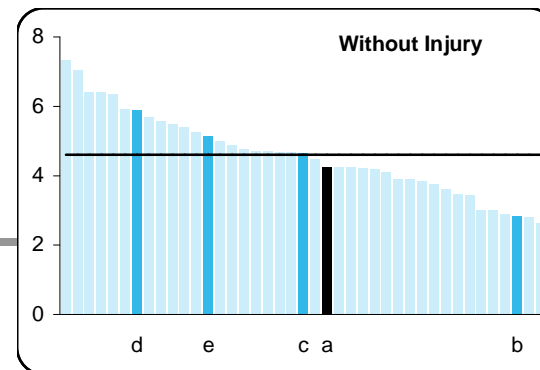
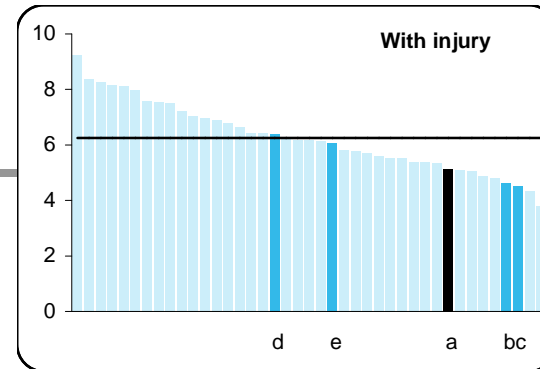
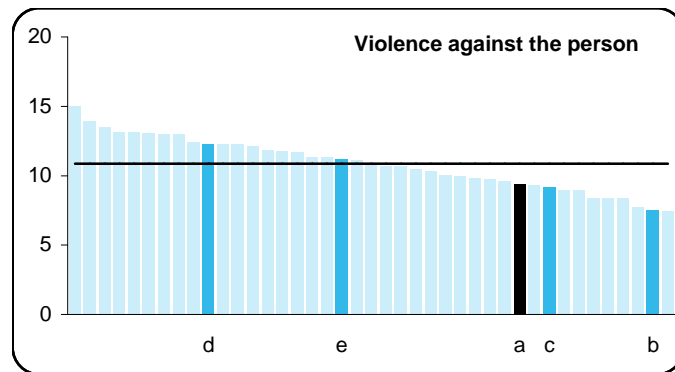
SANCTION DETECTIONS - VICTIM BASED



	Offences	SDs	%	Avg	Exp	Diff
Violence against the person	6,540	2,540	39%	43%	2,789	-249
Sexual offences	718	168	23%	31%	223	-55
Stealing	23,188	3,873	17%	20%	4,333	-460
Criminal damage & arson	9,298	1,038	11%	14%	1,291	-253
Victim based offences	39,744	7,619	19%	23%	8,636	-1,017

Source: Home Office Crime Statistics 2010/11

RECORDED OFFENCES - VIOLENCE AGAINST THE PERSON
2010/11 per 1,000 population

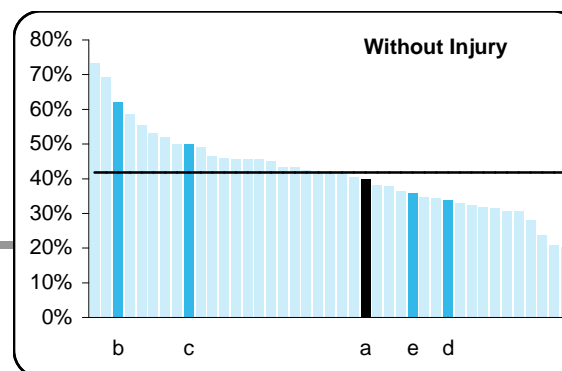
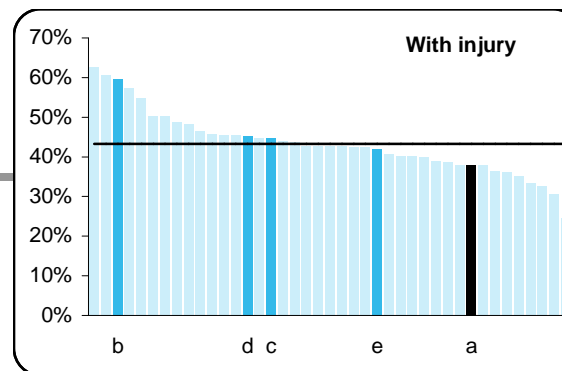
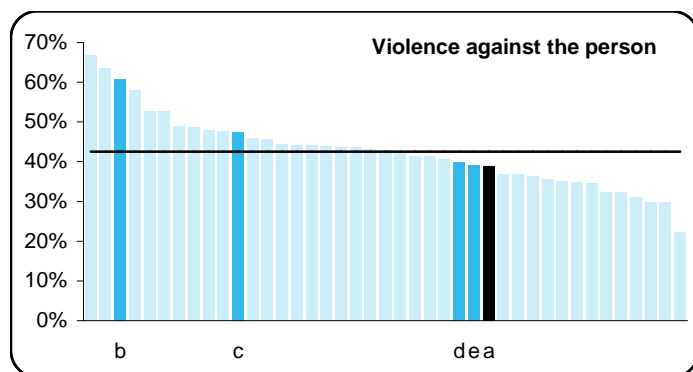


Population 698k

	Offences	per 1000	Avg	Difference	
With injury	3,577	5.1	6.3	-786	-18%
Without injury	2,963	4.2	4.6	-250	-8%
Violence against person	6,540	9.4	10.9	-1,035	-14%

Source: Home Office Crime Statistics 2010/11

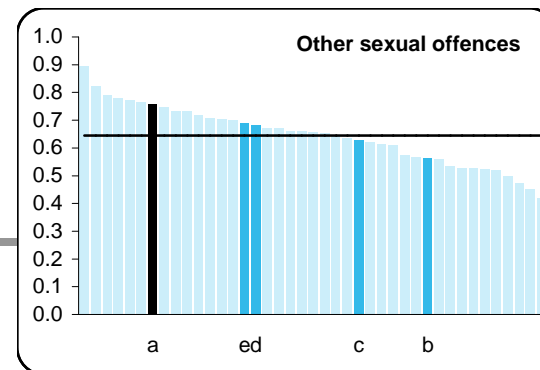
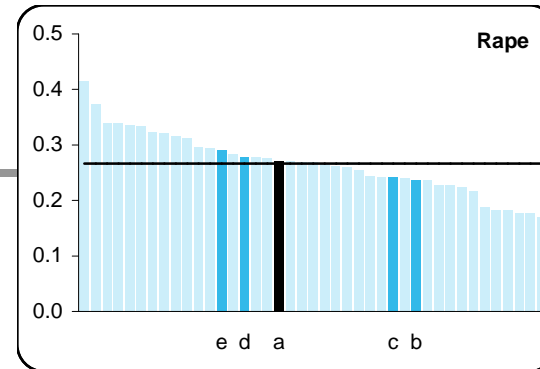
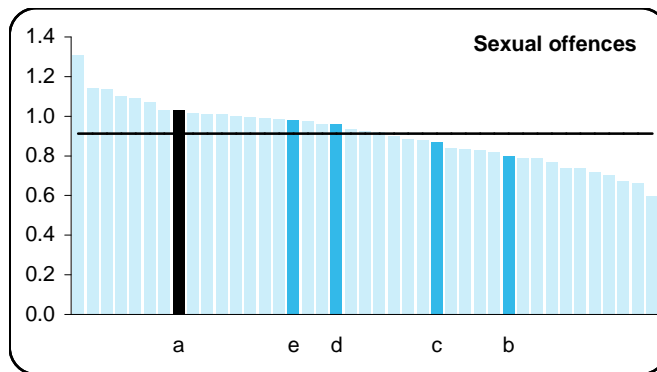
SANCTION DETECTIONS - VIOLENCE AGAINST THE PERSON



	Offences	SDs	%	Avg	Exp	Diff
With injury	3,577	1,356	38%	43%	1,549	-193
Without injury	2,963	1,184	40%	42%	1,240	-56
Violence against person	6,540	2,540	39%	43%	2,789	-249

Source: Home Office Crime Statistics 2010/11

RECORDED OFFENCES - SEXUAL OFFENCES
2010/11 per 1,000 population

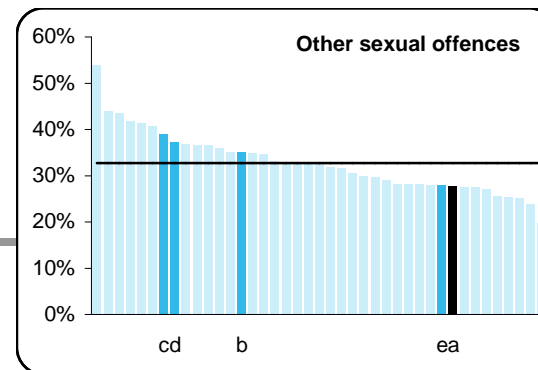
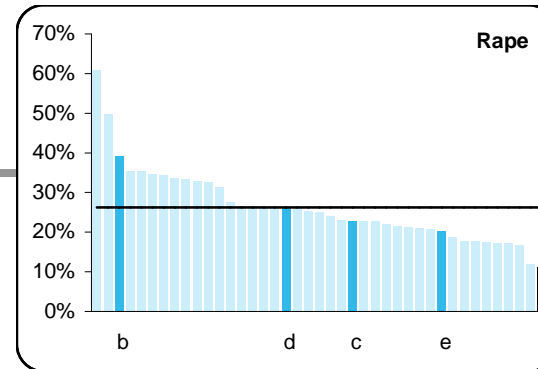
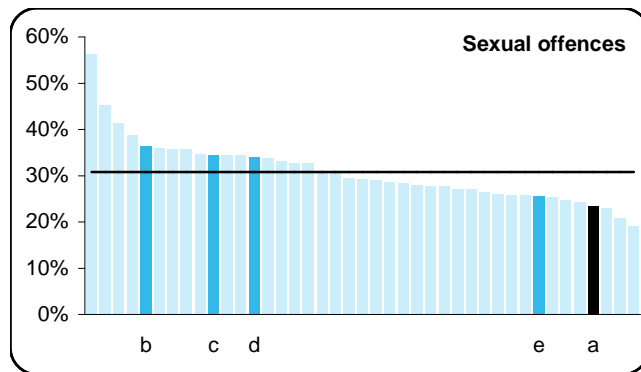


Population 698k

	Offences	per 1000	Avg	Difference	
Rape	189	0.27	0.27	3	2%
Other sexual offences	529	0.76	0.65	79	18%
Sexual offences	718	1.03	0.91	82	13%

Source: Home Office Crime Statistics 2010/11

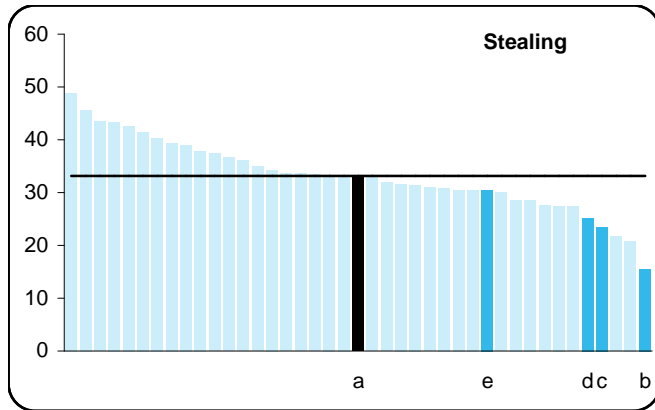
SANCTION DETECTIONS - SEXUAL OFFENCES



	Offences	SDs	%	Avg	Exp	Diff
Rape	189	21	11%	26%	50	-29
Other sexual offences	529	147	28%	33%	173	-26
Sexual offences	718	168	23%	31%	223	-55

Source: Home Office Crime Statistics 2010/11

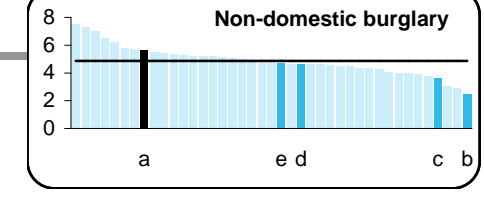
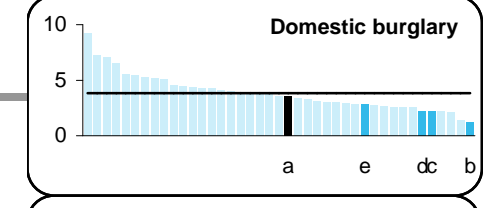
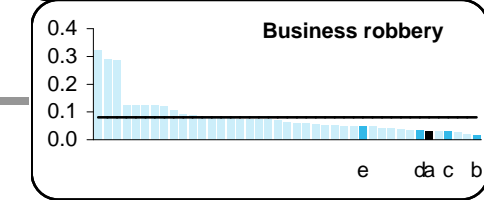
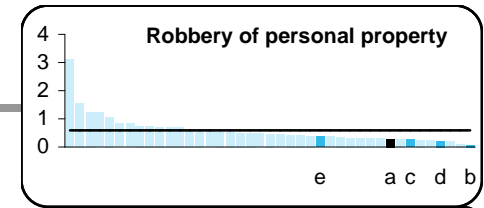
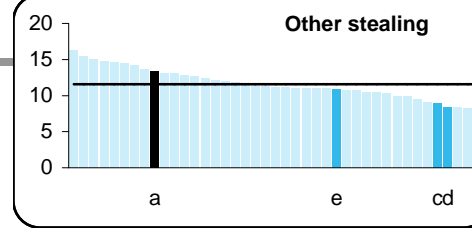
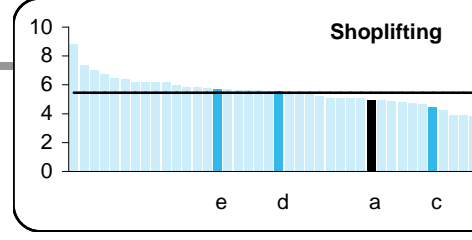
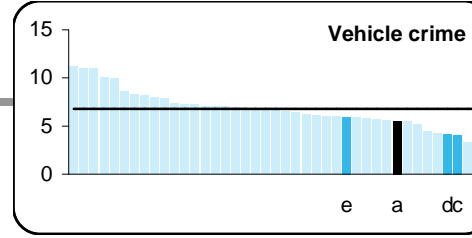
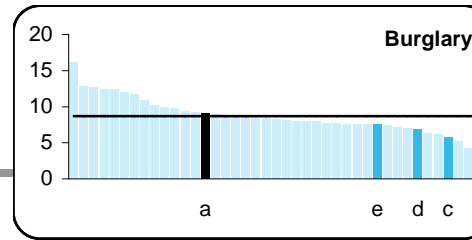
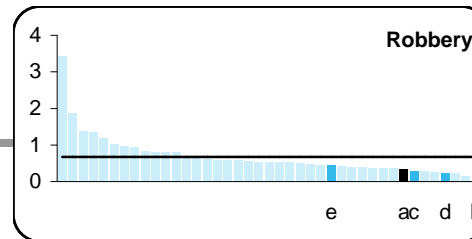
RECORDED OFFENCES - STEALING
2010/11 per 1,000 population



Population 698k

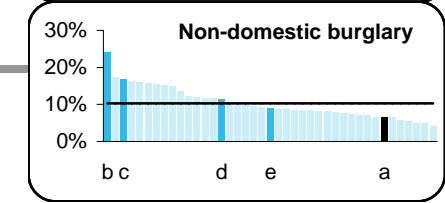
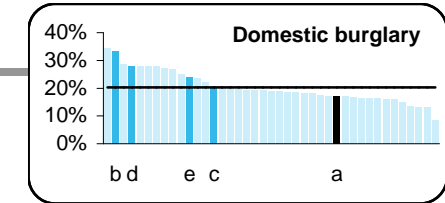
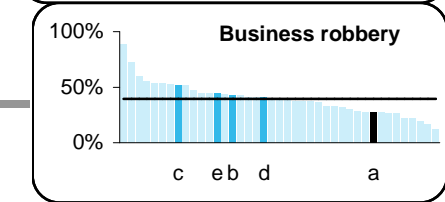
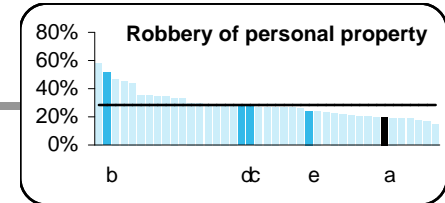
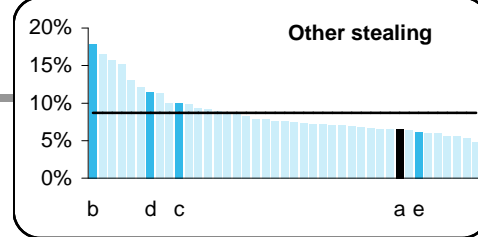
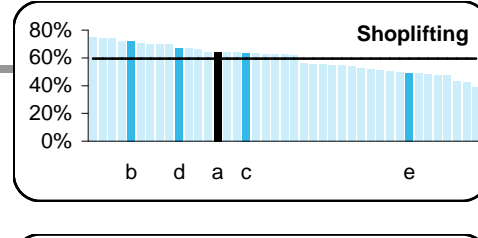
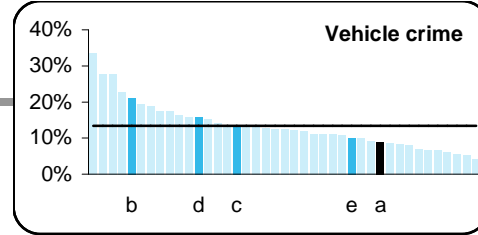
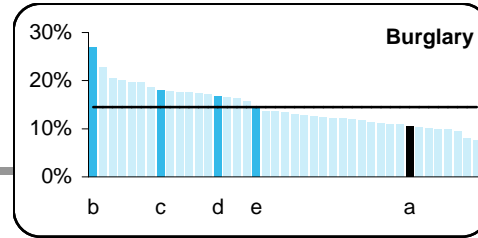
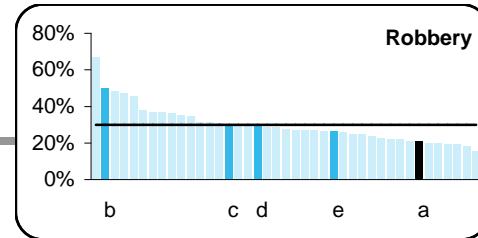
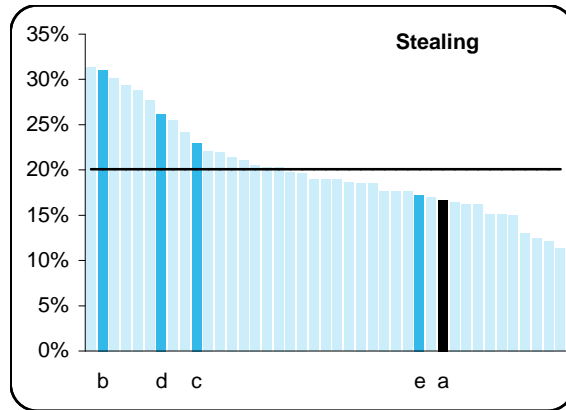
	Offences per 1000		Avg	Difference	
Robbery					
Personal	201	0.3	0.6	-211	-51%
Business	22	0.0	0.1	-35	-61%
	223	0.3	0.7	-246	-52%
Burglary					
Domestic	2,444	3.5	3.8	-227	-8%
Non-domestic	3,946	5.7	4.9	552	16%
	6,390	9.2	8.7	325	5%
Vehicle crime	3,877	5.6	6.8	-860	-18%
Shoplifting	3,426	4.9	5.5	-389	-10%
Other stealing	9,272	13.3	11.6	1,205	15%
Stealing	23,188	33.2	33.2	37	0%

Source: Home Office Crime Statistics 2010/11



SANCTION DETECTIONS - STEALING

2010/11 per 1,000 population

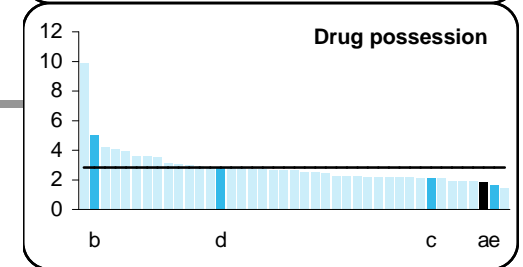
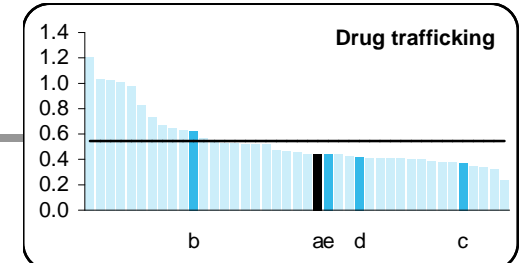
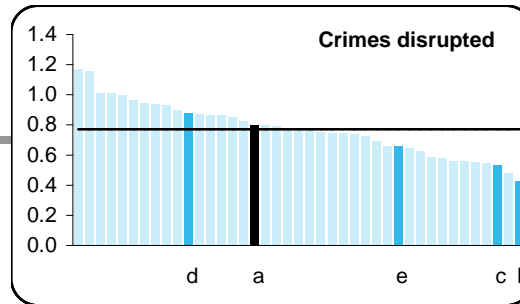
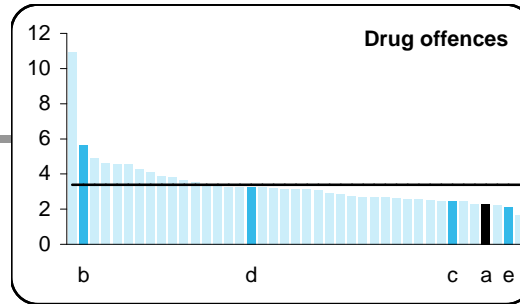
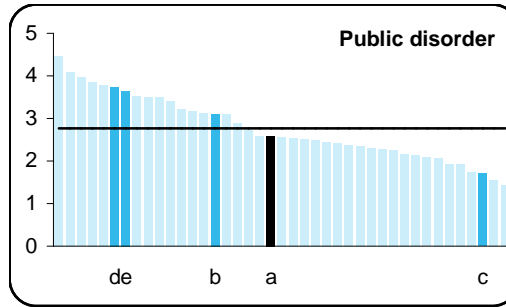
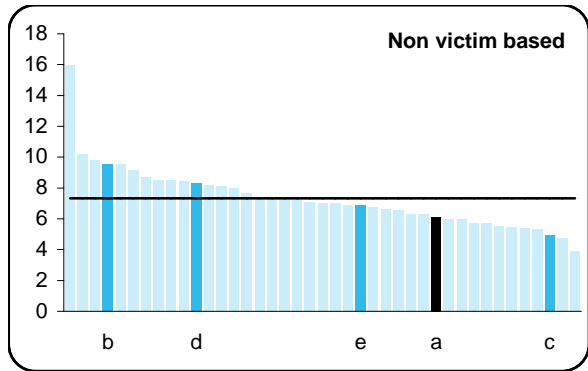


Population 698k

	Offences	SDs	%	Avg	Exp	Diff
Robbery						
Personal	201	40	20%	28%	57	-17
Business	22	6	27%	39%	9	-3
	223	46	21%	30%	66	-20
Burglary						
Domestic	2,444	420	17%	20%	497	-77
Non-domestic	3,946	256	6%	10%	406	-150
	6,390	676	11%	14%	903	-227
Vehicle crime	3,877	346	9%	13%	518	-172
Shoplifting	3,426	2,197	64%	59%	2,038	159
Other stealing	9,272	608	7%	9%	808	-200
Stealing	23,188	3,873	17%	20%	4,333	-460

Source: Home Office Crime Statistics 2010/11

RECORDED OFFENCES - NON VICTIM BASED
2010/11 per 1,000 population

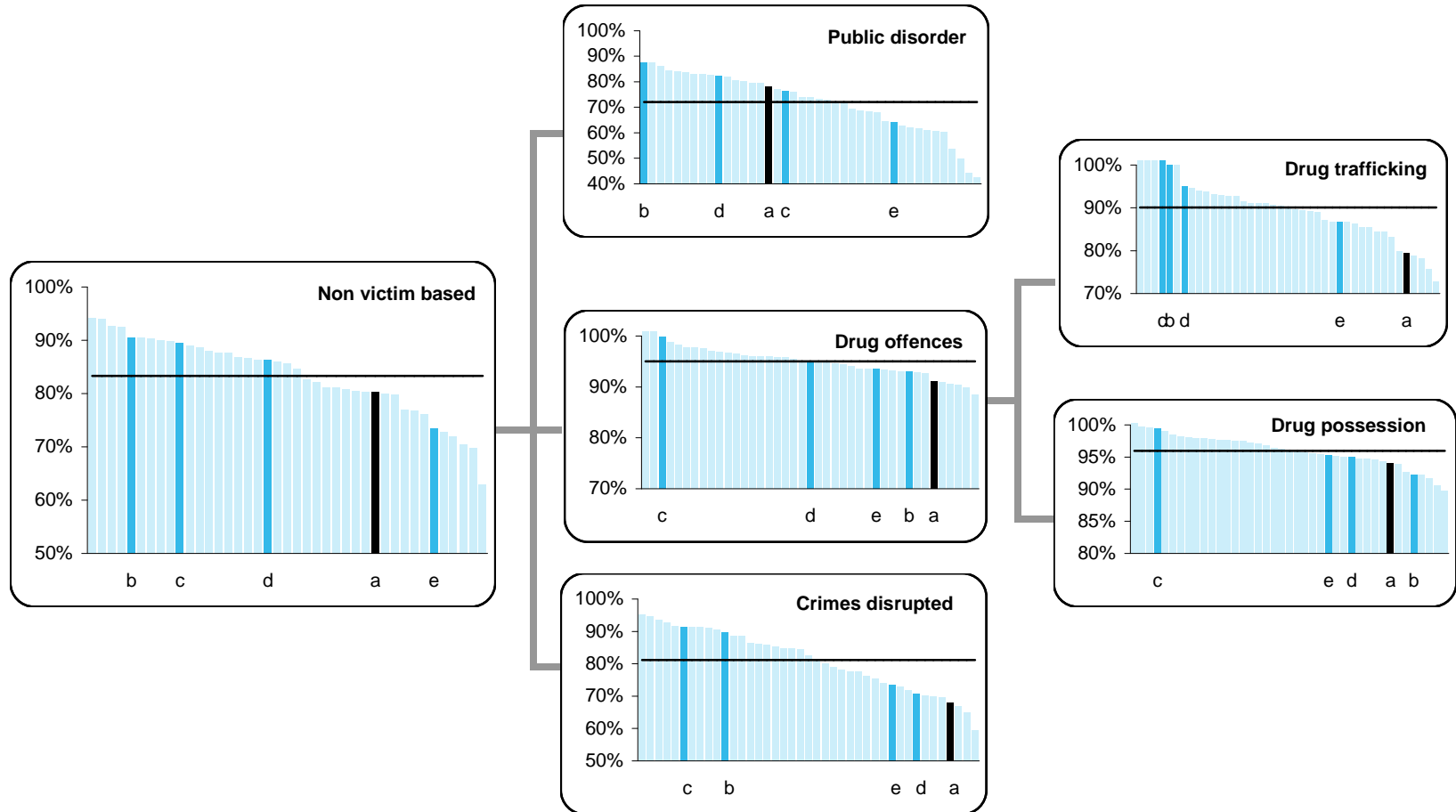


Population 698k

	Offences	per 1000	Avg	Difference	
Drug trafficking	307	0.4	0.5	-74	-19%
Drug possession	1,267	1.8	2.8	-715	-36%
Drug offences	1,574	2.3	3.4	-789	-33%
Public disorder	1,807	2.6	2.8	-122	-6%
Crimes disrupted	557	0.8	0.8	19	4%
Other non victim based	340	0.5	0.4	61	22%
Non victim based	4,278	6.1	7.3	-830	-16%

Source: Home Office Crime Statistics 2010/11

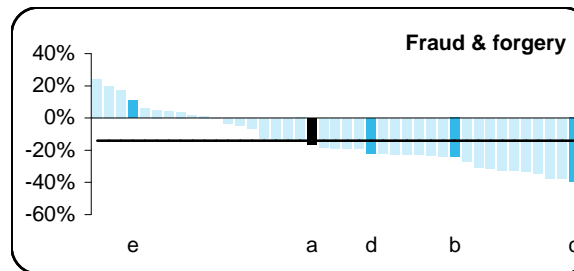
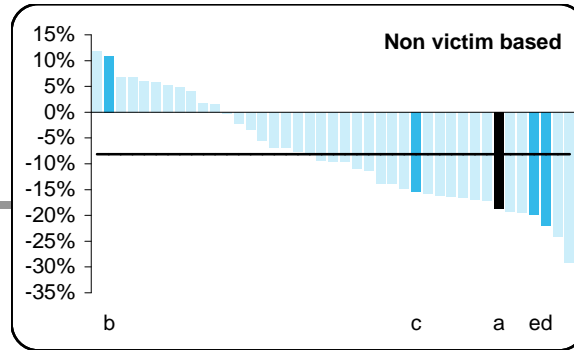
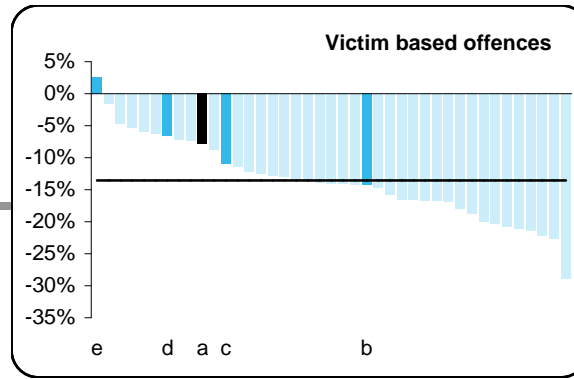
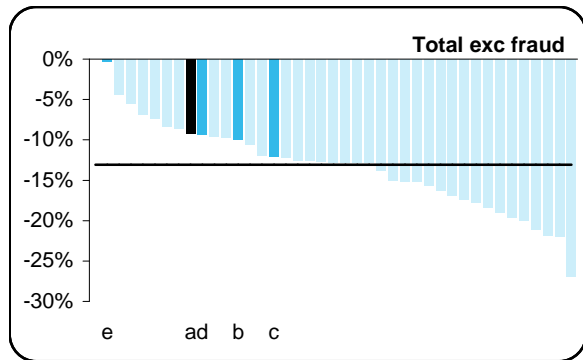
SANCTION DETECTIONS - NON VICTIM BASED



	Offences	SDs	%	Avg	Exp	Diff
Drug trafficking	307	244	79%	90%	277	-33
Drug possession	1,267	1,191	94%	96%	1,216	-25
Drug offences	1,574	1,435	91%	95%	1,492	-57
Public disorder	1,807	1,412	78%	72%	1,302	110
Crimes disrupted	557	378	68%	81%	452	-74
Other non victim based	340	209	61%	73%	249	-40
Non victim based	4,278	3,434	80%	83%	3,496	-62

Source: Home Office Crime Statistics 2010/11

RECORDED OFFENCES - ALL CRIMES
Change 2008/09 to 2010/11

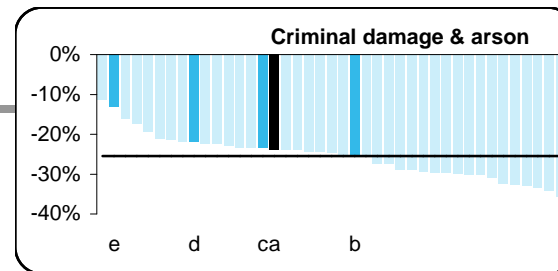
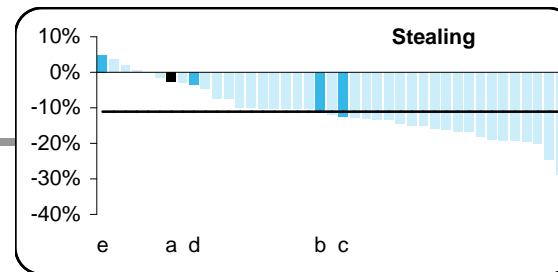
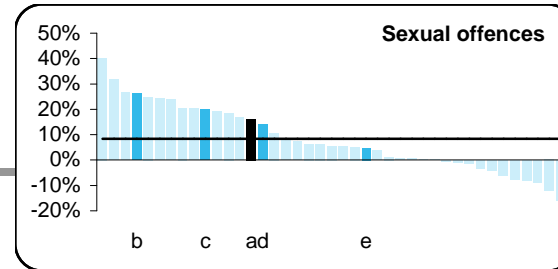
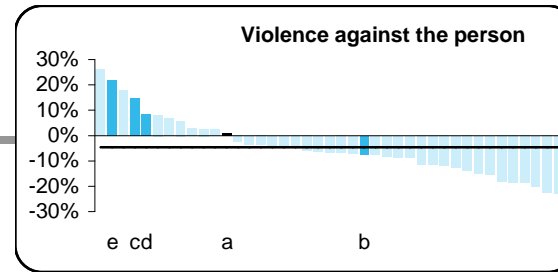
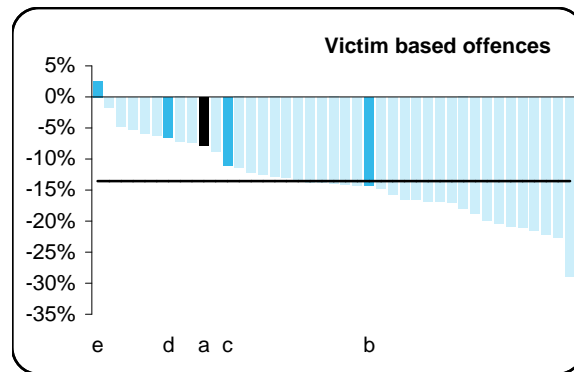


	2008/09	2010/11	Change	Avg
Victim based	43,130	39,744	-8%	-14%
Non victim based	5,258	4,278	-19%	-8%
Total exc fraud	48,388	44,022	-9%	-13%

Fraud & forgery	1,159	970	-16%	-14%
All crime	49,547	44,992	-9%	-13%

Source: Home Office Crime Statistics 2010/11

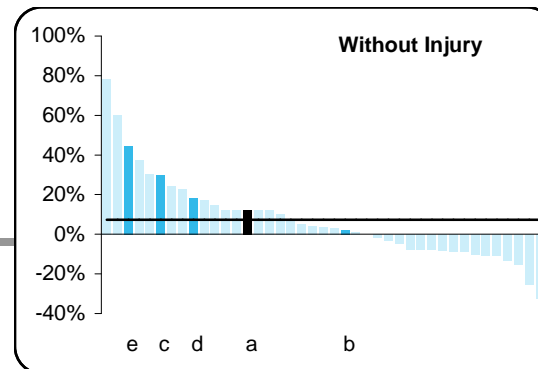
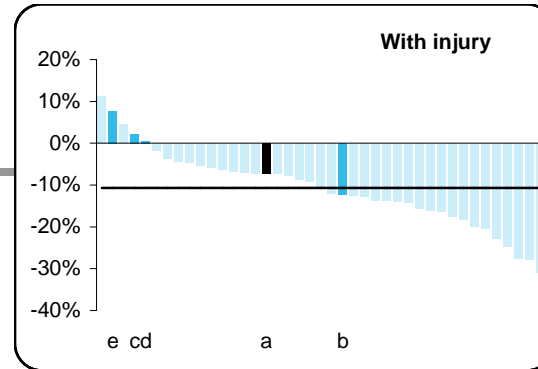
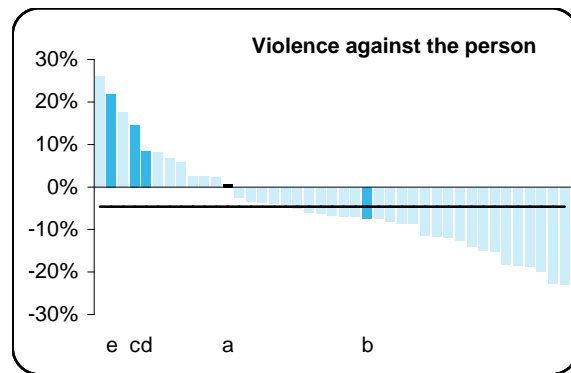
RECORDED OFFENCES - VICTIM BASED
Change 2008/09 to 2010/11



	2008/09	2010/11	Change	Avg
Violence against person	6,495	6,540	1%	-5%
Sexual offences	618	718	16%	8%
Stealing	23,812	23,188	-3%	-11%
Criminal damage & arson	12,205	9,298	-24%	-25%
Victim based offences	43,130	39,744	-8%	-14%

Source: Home Office Crime Statistics 2010/11

RECORDED OFFENCES - VIOLENCE AGAINST THE PERSON
Change 2008/09 to 2010/11

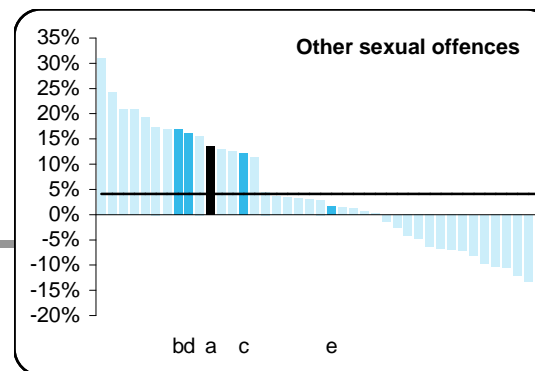
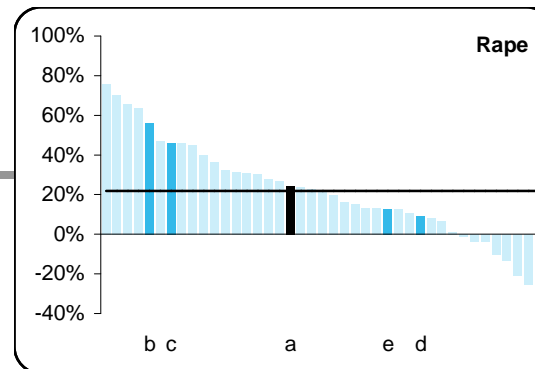
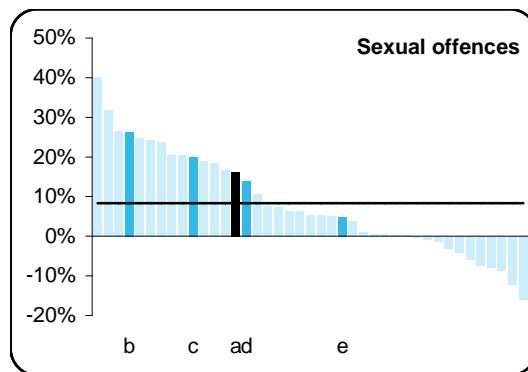


	2008/09	2010/11	Change	Avg
With injury	3,855	3,577	-7%	-11%
Without injury	2,640	2,963	12%	7%
Violence against person	6,495	6,540	1%	-5%

Source: Home Office Crime Statistics 2010/11

RECORDED OFFENCES - SEXUAL OFFENCES

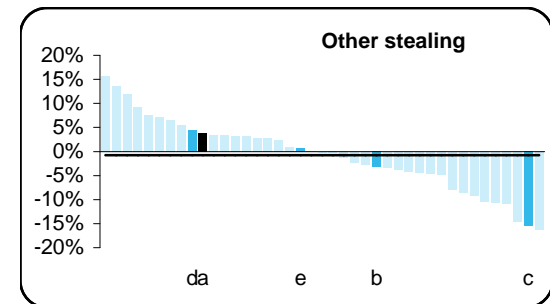
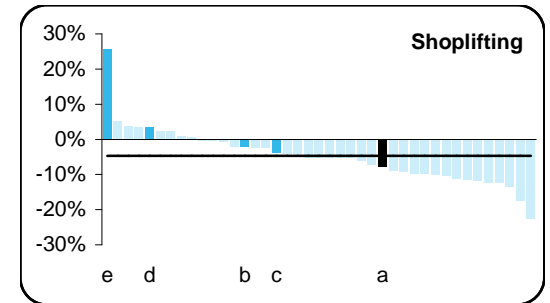
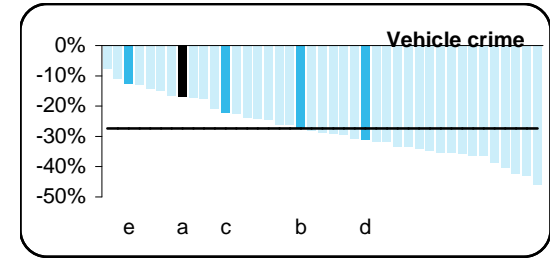
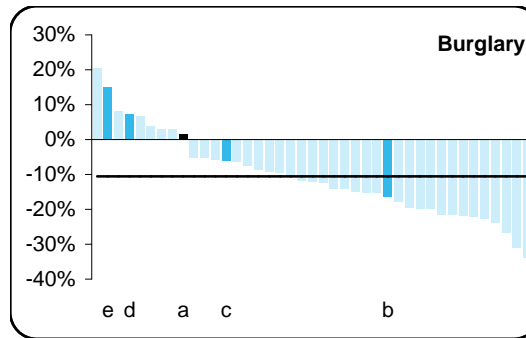
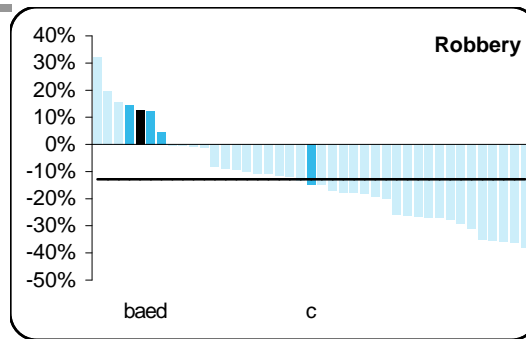
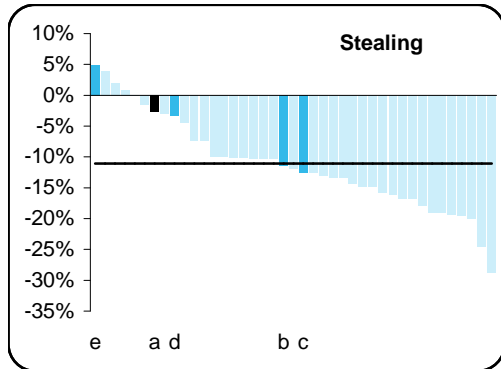
Change 2008/09 to 2010/11



	2008/09	2010/11	Change	Avg
Rape	152	189	24%	22%
Other sexual offences	466	529	14%	4%
Sexual offences	618	718	16%	8%

Source: Home Office Crime Statistics 2010/11

RECORDED OFFENCES - STEALING
Change 2008/09 to 2010/11

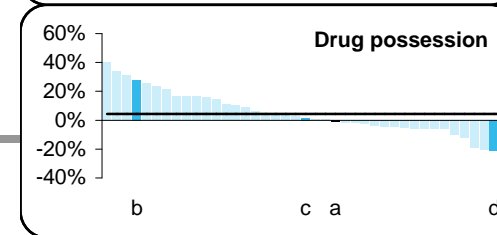
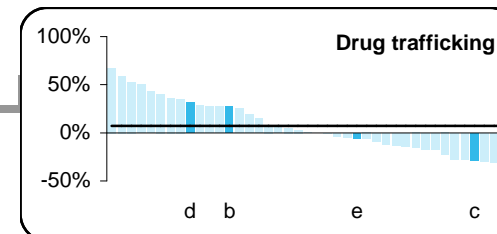
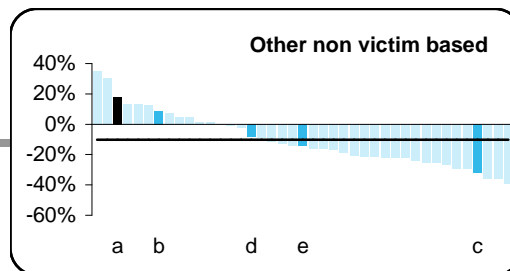
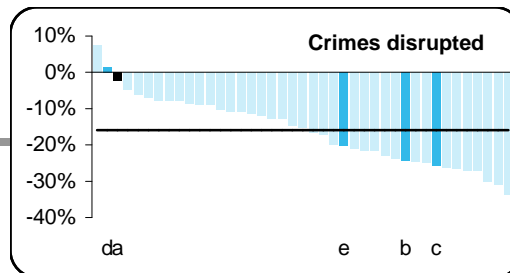
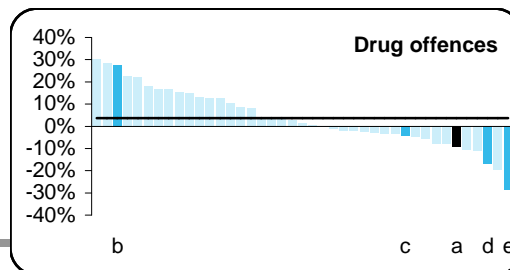
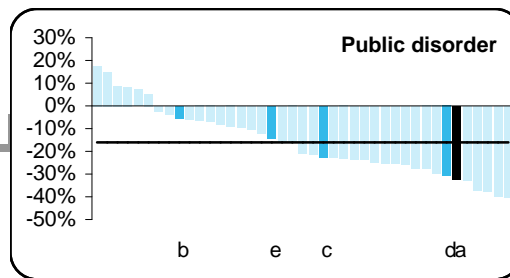
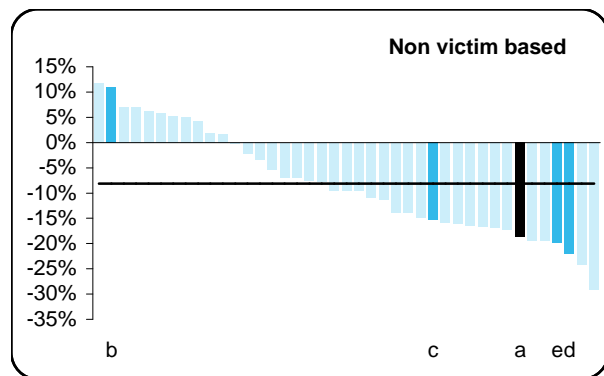


Population 698k

	2008/09	2010/11	Change	Avg
Robbery				
Personal	160	201	26%	-12%
Business	38	22	-42%	-13%
	198	223	13%	-13%
Burglary				
Domestic	2,426	2,444	1%	-10%
Non-domestic	3,874	3,946	2%	-11%
	6,300	6,390	1%	-11%
Vehicle crime	4,666	3,877	-17%	-27%
Shoplifting	3,718	3,426	-8%	-5%
Other stealing	8,930	9,272	4%	-1%
Stealing	23,812	23,188	-3%	-11%

Source: Home Office Crime Statistics 2010/11

RECORDED OFFENCES - NON VICTIM BASED
Change 2008/09 to 2010/11



	2008/09	2010/11	Change	Avg
Drug trafficking	455	307	-33%	7%
Drug possession	1,280	1,267	-1%	4%
Drug offences	1,735	1,574	-9%	4%
Public disorder	2,665	1,807	-32%	-16%
Crimes disrupted	569	557	-2%	-16%
Other non victim based	289	340	18%	-10%
Non victim based	5,258	4,278	-19%	-8%

Source: Home Office Crime Statistics 2010/11

Lincolnshire

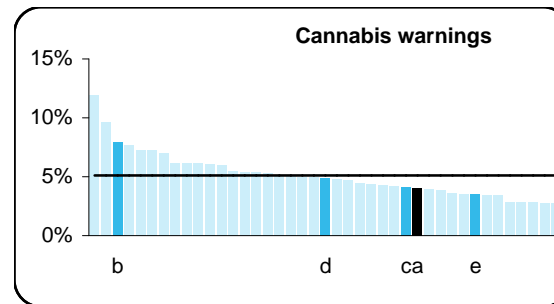
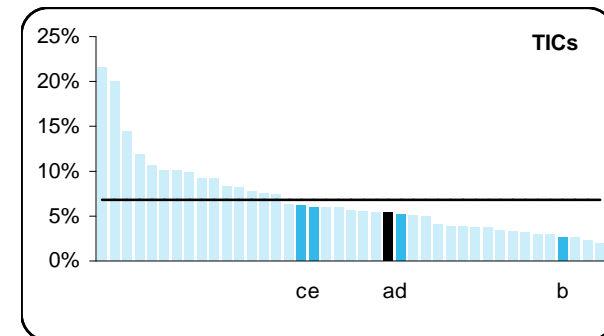
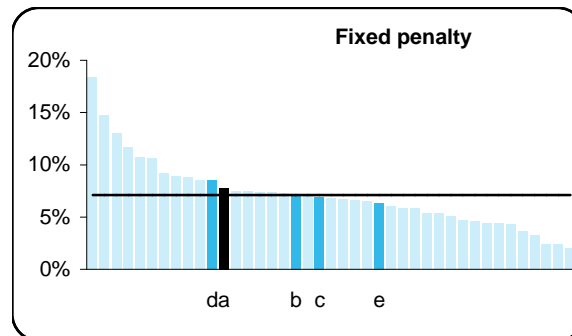
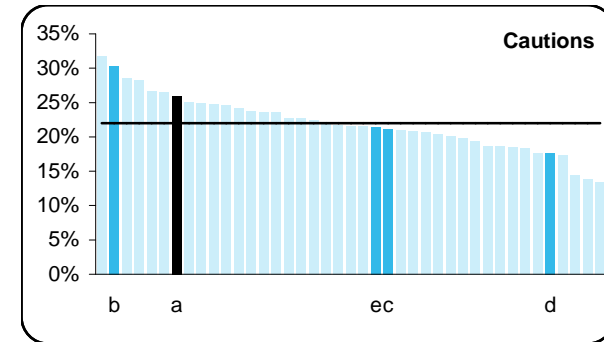
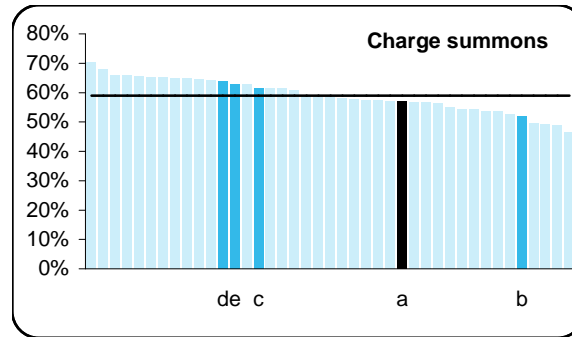
Change in SD%	2008/09	2010/11	Change	Average
Victim based	20%	19%	-1%	0%
Non victim based	87%	80%	-7%	-2%
All crime exc fraud & forgery	27%	25%	-2%	0%
Fraud & forgery	30%	24%	-6%	-5%
Victim based				
Violence against the person	43%	39%	-4%	-2%
Sexual offences	31%	23%	-7%	0%
Stealing	18%	17%	-2%	0%
Criminal damage & arson	10%	11%	1%	-1%
Non victim based				
Public disorder	81%	78%	-3%	-5%
Drug offences	98%	91%	-7%	-1%
Crimes disrupted	87%	68%	-19%	-4%
Other non victim based	72%	61%	-11%	-4%
Violence against the person				
VAP with injury	40%	38%	-2%	-1%
VAP without Injury	47%	40%	-7%	-3%
Sexual offences				
Rape	25%	11%	-14%	1%
Other sexual offences	33%	28%	-5%	0%
Stealing				
Personal robbery	34%	20%	-14%	2%
Business robbery	37%	27%	-10%	0%
Domestic burglary	20%	17%	-3%	2%
Non Domestic burglary	13%	6%	-6%	-1%
Vehicle crime	7%	9%	2%	1%
Shoplifting	64%	64%	0%	-5%
Other stealing	7%	7%	-1%	-1%
Drugs				
Drug trafficking	94%	79%	-15%	0%
Drug possession	99%	94%	-5%	-1%

Source: Home Office Crime Statistics 2010/11

Lincolnshire

SANCTION DETECTIONS BY TYPE 2010/11

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

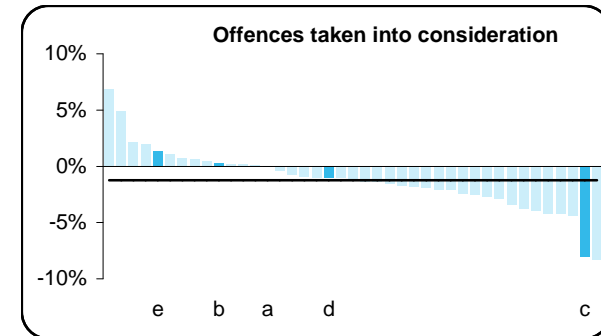
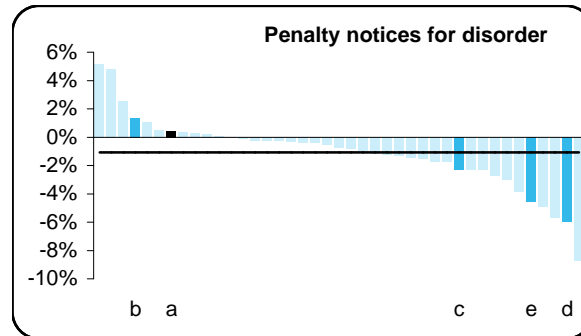
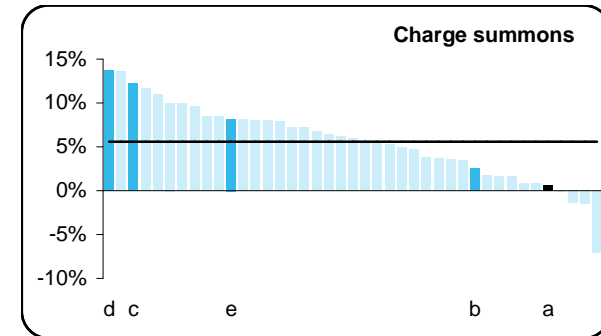
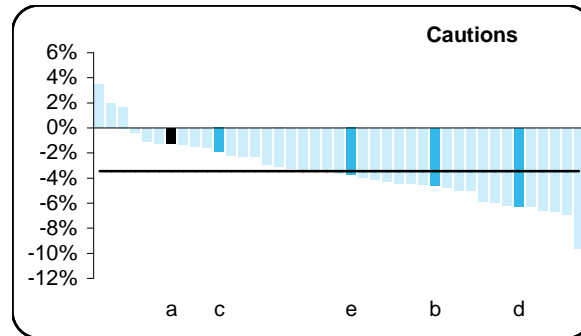


	%	Avg
Charge summons	57%	59%
Cautions	26%	22%
Penalty notices	8%	7%
Cannabis warnings	4%	5%
Taken into consideration	5%	7%
	100%	100%

CHANGES IN DETECTION TYPES

Changes 2008/09 to 2010/11

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	2010/11	Change	Avg
Charge summons	56%	57%	1%	6%
Cautions	27%	26%	-1%	-3%
Penalty notices	7%	8%	0%	-1%
Cannabis warnings	4%	4%	0%	0%
Taken into consideration	6%	5%	0%	-1%
Total	100%	100%		

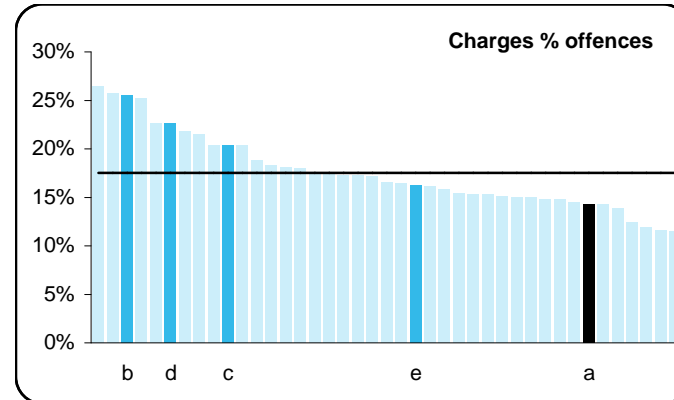
Source: Home Office Crime Statistics 2010/11

CHARGES 2010/11

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	%	Avg	Diff from expected
VAP with injury	3,577	865	24%	30%	-203
VAP without Injury	2,963	761	26%	28%	-63
Rape	189	20	11%	26%	-28
Other sexual offences	529	116	22%	27%	-28
Domestic burglary	2,444	200	8%	12%	-83
Non-domestic burglary	3,946	158	4%	6%	-80
Robbery of personal property	201	39	19%	27%	-16
Business robbery	22	6	27%	39%	-3
Vehicle crime	3,877	195	5%	6%	-55
Shoplifting	3,426	1,237	36%	34%	66
Other stealing	9,272	345	4%	5%	-149
Criminal damage & arson	9,298	559	6%	8%	-202
Public disorder	1,807	731	40%	44%	-65
Drug trafficking	307	172	56%	72%	-49
Drug possession	1,267	374	30%	30%	-5
Crimes disrupted	557	287	52%	62%	-57
Other non victim based	340	176	52%	62%	-35
Total exc fraud	44,022	6,241	14%	17%	-1,055
Fraud & forgery	970	180	19%	20%	-13
All crime	44,992	6,421	14%	18%	-1,068

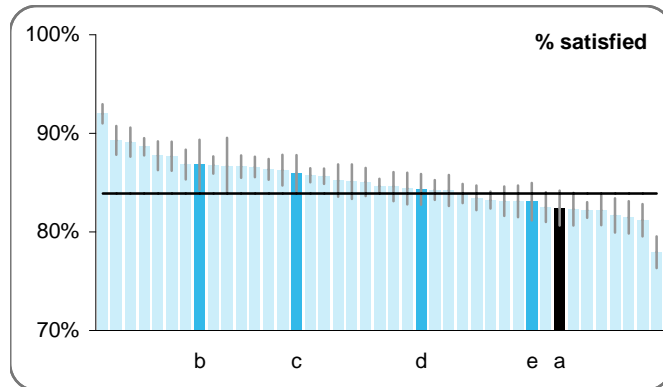
Source: Home Office Crime Statistics 2010/11



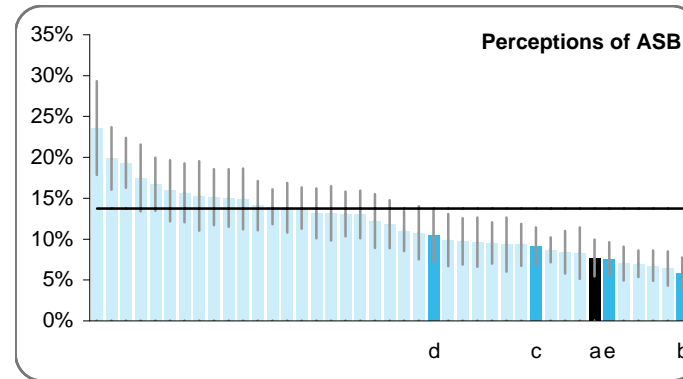
OVERALL SATISFACTION AND PERCEPTIONS OF ASB

2010/11 percentage satisfied

These charts show user satisfaction for the 'whole experience' (excluding RTC) , and users perceiving a high level of ASB in their area. 95% confidence intervals are also shown.



	Avg	
% Satisfied	82.4%	83.9%
Confidence interval	1.8%	0.2%



	Avg	
Perceptions of ASB	7.7%	13.7%
Confidence interval	2.2%	3.0%

Source: BCS and Victims of Crime Survey 2010/11

Lincolnshire

Section Two – 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 POA. POA subcategory information on costs is also presented.

POA 2011/12 estimates are used for all cost and workforce data unless stated otherwise. These data are taken as a snapshot as at 10th 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 presented as number of staff per FTE.

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
- Specialist investigations
- Investigative support
- Criminal justice
- Support functions
- Police Authority
- Central costs
- National policing

A new addition to this version of the profiles is a page which aims to identify potential to increase the frontline. More information on this can be found on page 77.

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

Key to the calculations

Averages are simple unweighted averages including the force.

Please note: as the Metropolitan Police data distorts the chart scales, the Met has been excluded from all force profiles except for its own, as has the City of London.

Non-staff expenditure is shown as a percentage of workforce expenditure, since the main determining factor of most non-staff costs is the size of the workforce.

Workforce data for support functions is shown as FTE per 100 workforce to compare the size of the support function in relation to the workforce.

The profiles use a different calculation for net revenue expenditure to CIPFA; it is calculated as total expenditure minus income to show the total cost of policing to the taxpayer.

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

For each objective function we also indicate what proportion of the gross expenditure is accounted for by the cost of police officers.

We also show support costs as %age of net revenue expenditure as a local deflator.

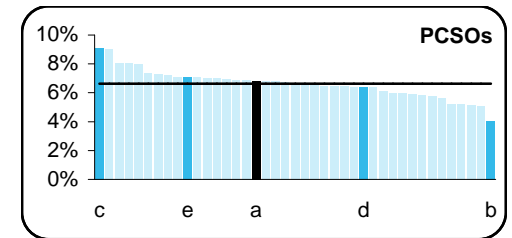
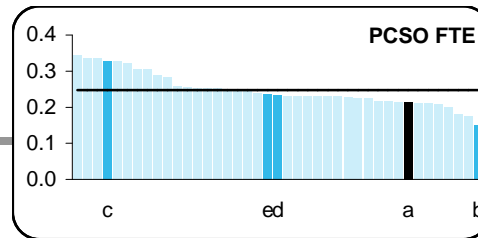
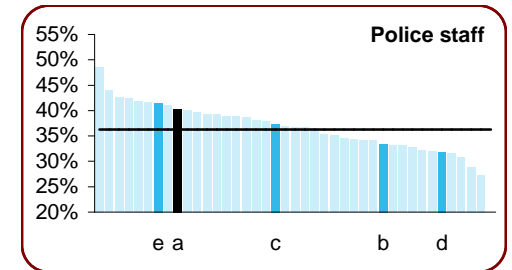
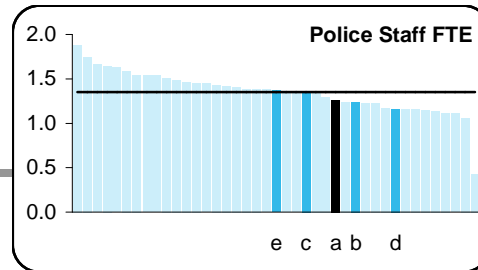
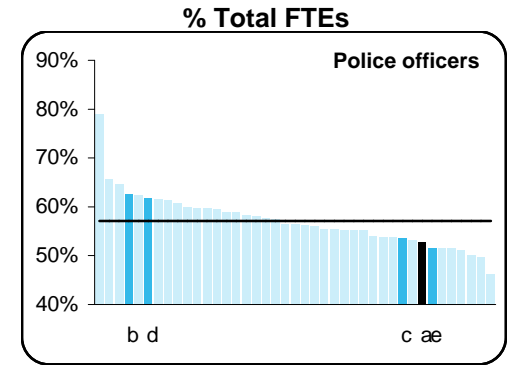
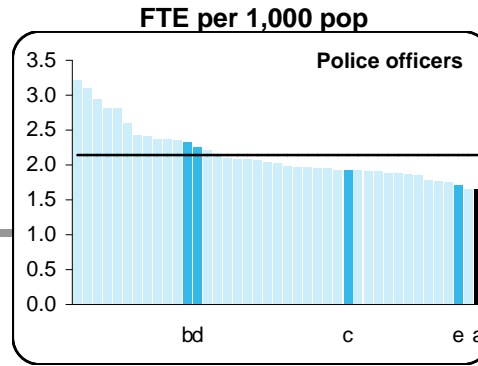
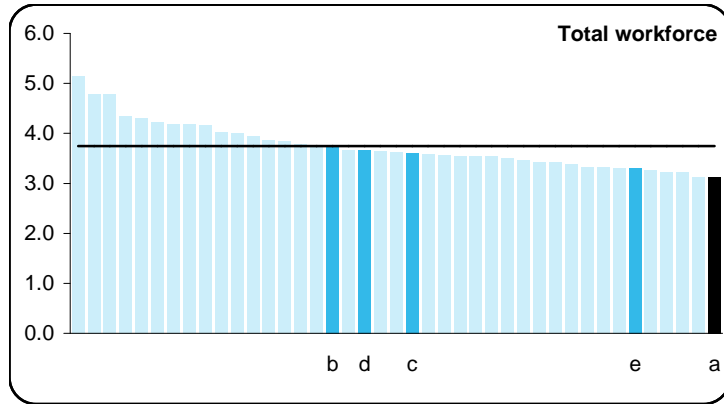
How to use this section

Police authorities and forces should 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 in red in the tables of the 'all forces' profiles and fall within the top or bottom 10% of forces and 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.

WORKFORCE - SUMMARY

2011/12 Estimates

These charts show the overall police workforce per 1,000 population which are then broken down into police officers, police staff and PCSOs. Specials numbers are headcount.



Population 698k

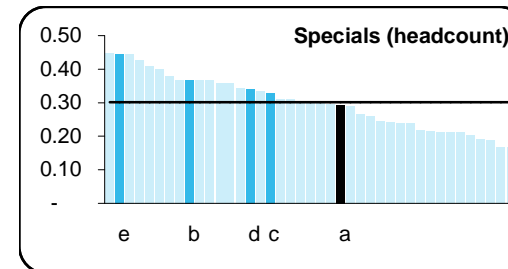
	FTE	per 1,000	Avg	Diff	% Total	Avg
Police officers	1,151	1.65	2.14	-345 <<	53%	57%
Police staff	881	1.26	1.35	-63	40%	36%
PCSOs	149	0.21	0.25	-24	7%	7%
Total	2,181	3.12	3.74	-432 <<	100%	100%

Source: POA estimates 2011/12

Special constables 205 0.29 0.30 -6

Source: ADR 502

nb Specials numbers are headcount and taken from ADR 502 as opposed to POA as recording of specials in POA was not consistent



Lincolnshire

WORKFORCE TRENDS

Changes March 2006 to March 2011

These tables show workforce changes since March 2006 using ADR 601 data. These highlight the impact of workforce modernisation and the introduction of PCSOs. Population figures for mid 2009 used for all calculations

FTE

	Mar-06	Mar-07	Mar-08	Mar-09	Mar-10	Mar-11
Police officers	1,237	1,243	1,201	1,229	1,206	1,202
PCSOs	78	147	165	153	149	144
Police staff	687	724	764	851	917	869
Total	2,002	2,114	2,130	2,234	2,272	2,215

FTE / 1,000 population

	Mar-06	Mar-07	Mar-08	Mar-09	Mar-10	Mar-11	Change
Police officers	1.77	1.78	1.72	1.76	1.73	1.72	-3%
PCSOs	0.11	0.21	0.24	0.22	0.21	0.21	85%
Police staff	0.98	1.04	1.09	1.22	1.31	1.25	27%
Total	2.87	3.03	3.05	3.20	3.26	3.17	11%

Average

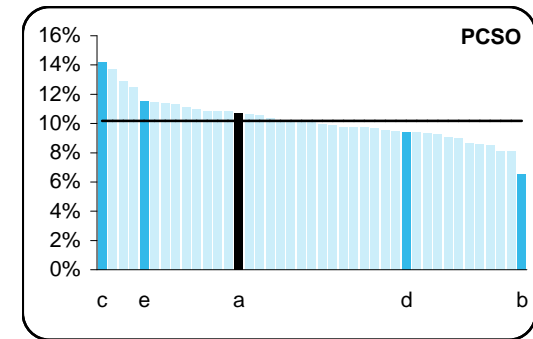
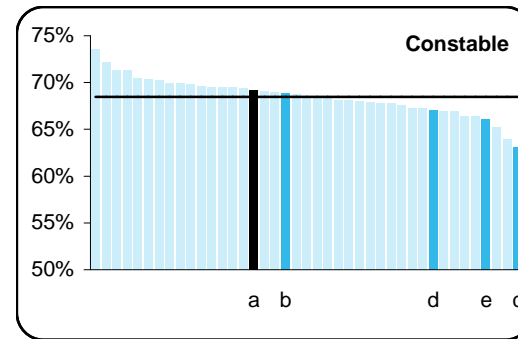
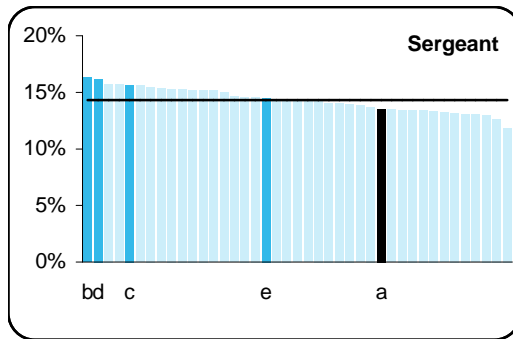
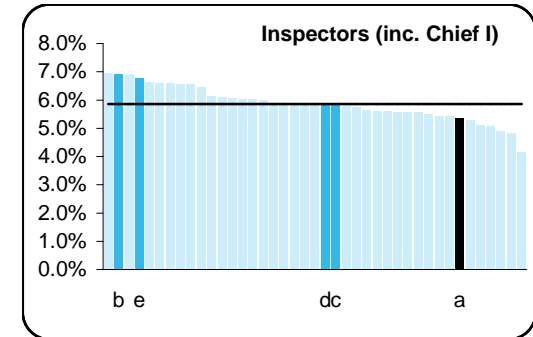
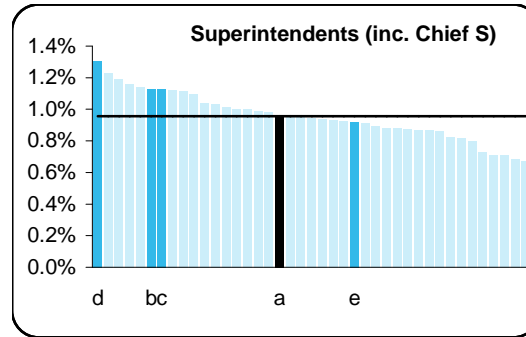
	Mar-06	Mar-07	Mar-08	Mar-09	Mar-10	Mar-11	Change
Police officers	2.28	2.28	2.26	2.28	2.25	2.18	-4%
PCSOs	0.09	0.20	0.23	0.25	0.25	0.24	163%
Police staff	1.29	1.32	1.32	1.43	1.45	1.34	4%
Total	3.66	3.81	3.82	3.96	3.96	3.76	3%

Source: ADR 601 2010/11 as at March 2011

POLICE OFFICERS/PCSOs BY RANK

March 2011 % of FTE

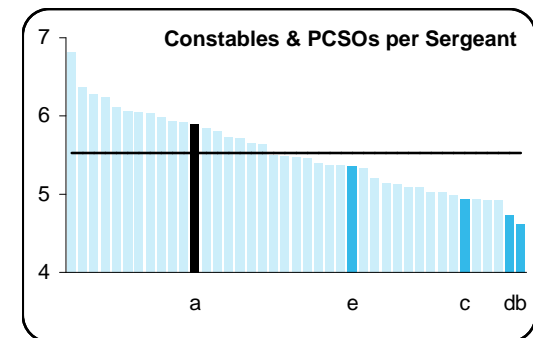
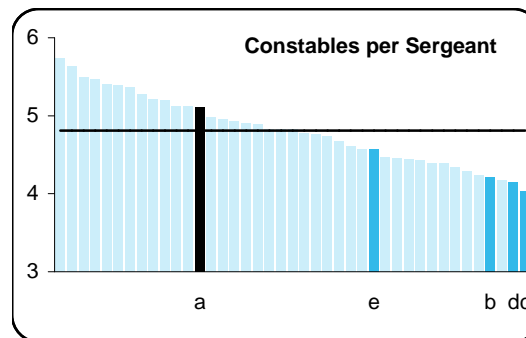
These charts show the percentage of the total officer and PCSO workforce by rank. The chart for superintendents includes chief superintendents, and the chart for inspectors includes chief inspectors. Association of Chief Police Officers (ACPO) are officers above the rank of chief superintendents. Additionally two charts show numbers of constables (and PCSOs) per sergeant giving an indication of the supervision requirement for each sergeant.



	FTE	%	Avg
ACPO	4	0.3%	0.2%
Chief Superintendent	5	0.4%	0.3%
Superintendent	8	0.6%	0.7%
Chief Inspector	12	0.9%	1.3%
Inspector	60	4.5%	4.6%
Sergeant	182	13.5%	14.3%
Constable	931	69.2%	68.5%
PCSO	144	10.7%	10.2%
Force total	1,345	100.0%	100.0%

Constables per Sergeant	5.1	4.8
Const. & PCSOs per Sergeant	5.9	5.5

Source: ADR 601 March 2011

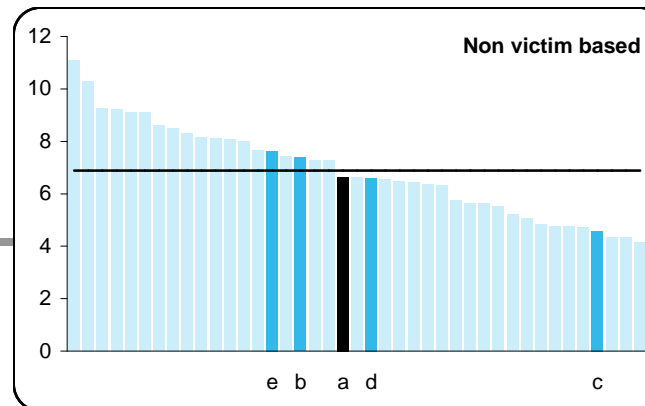
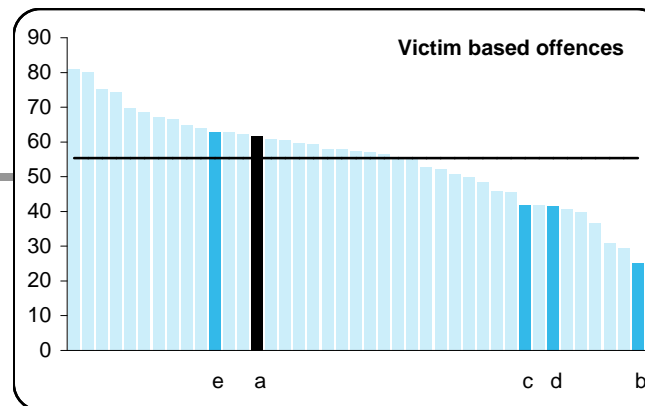
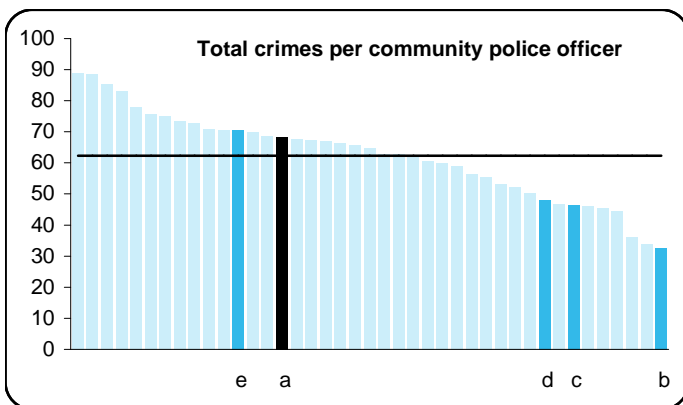


POLICE WORKFORCE AND CRIME

March 2011 Workforce, 2010/11 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 community duties (Neighbourhood, response and traffic units) gives some indication of how busy these officers are compared to their peer group of forces.

NB: this does not include officers attending incidents which do not result in a notifiable offence.



Community police officers (POA)	644
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Crime	N	per CPO	Avg
Victim based	39,744	62	55
Non victim based	4,278	7	7
Total	44,022	68	62

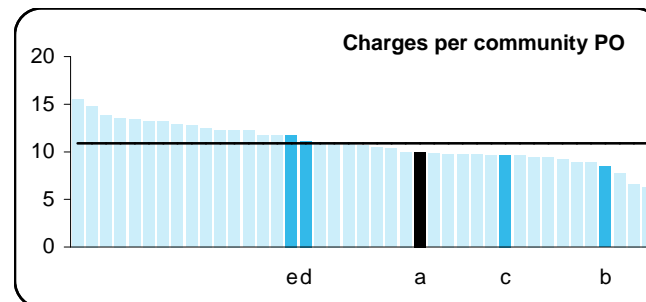
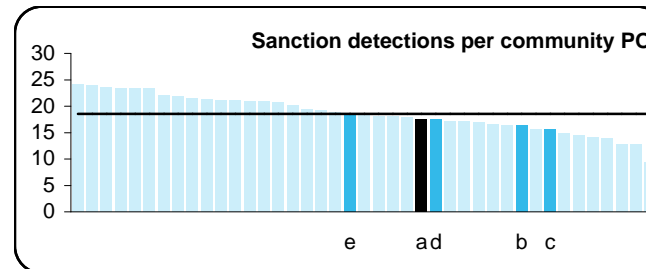
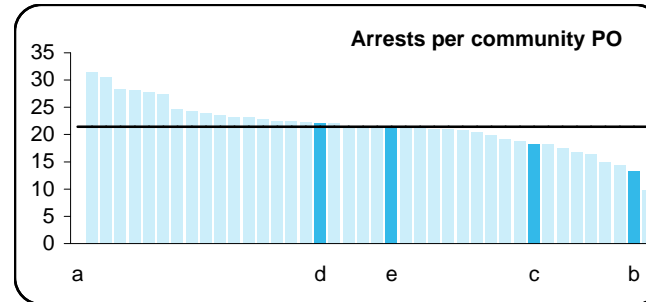
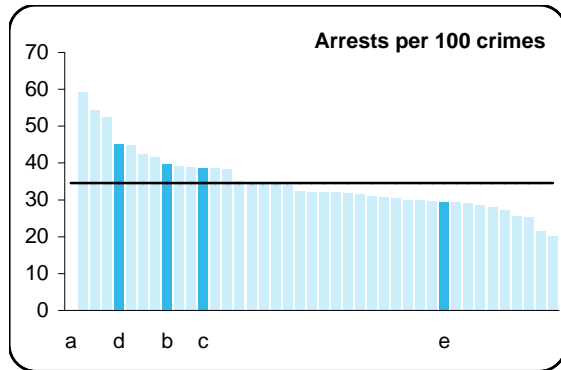
Source: Home Office Crime Statistics 2010/11

ARREST TO CHARGE

2010/11

These charts show the number of arrests per crime, as well as arrests, charges and sanction detections per community police officer (community police officers are those deployed in neighbourhood, response and traffic units).

NB: The latest arrest data has been used 2010/11. The arrest data does not include arrests for non-notifiable offences but does include fraud and forgery (accounting for around 2% of arrests). Arrests shown are for notifiable offences only, but there are non-notifiable arrests & other detentions which are not counted by Home Office.



Community police officers	644
Crimes	44,992
Arrests	na

	Force	Avg
Arrests per 100 crimes	na	35

	N	per CPO	Avg
Arrests	na	na	21
Sanction detections	11,285	18	19
Charges	6,421	10	11

Sources: Arrest data: ADR 121-124 2010/11, Detection data: Home Office Crime Statistics
Fraud & forgery are included

Lincolnshire

Force breakdown against national average

Population 698k

	Budgeted staff FTE			Staff per head FTE / 1,000 pop			All-force Average FTE / 1,000 pop			Diff from all FTE		
	PO	PS	Total	PO	PS	Total	PO	PS	Total	PO	PS	Total
- Local investigation	164	19	183	0.23	0.03	0.26	0.27	0.04	0.31	-25	-10	-34
- Other local policing	619	169	788	0.89	0.24	1.13	1.06	0.31	1.37	-121	-49	-170
Total local policing	783	188	971	1.12	0.27	1.39	1.33	0.35	1.68	# -146	-58	-204
Dealing with the public	10	182	192	0.01	0.26	0.28	0.05	0.29	0.33	-23	-19	-41
Road policing	58	27	85	0.08	0.04	0.12	0.11	0.03	0.14	-21	7	-14
Specialist operations	82	6	88	0.12	0.01	0.13	0.14	0.02	0.16	-15	-7	-23
Intelligence	53	24	77	0.08	0.03	0.11	0.09	0.07	0.16	-9	-23	-33
Specialist investigations	99	55	153	0.14	0.08	0.22	0.20	0.08	0.28	-43	2	-41
Investigative support	0	46	46	-	0.07	0.07	0.01	0.09	0.09	-6	-14	-20
Criminal justice	29	174	203	0.04	0.25	0.29	0.07	0.23	0.31	-22	10	-12
Support functions	26	316	342	0.04	0.45	0.49	0.09	0.42	0.51	-35	23	-12
Police authority	0	11	11	-	0.02	0.02	-	0.01	0.01	0	5	5
Central costs	0	0	0	-	-	-	-	-	-	0	0	0
Sub-total	1,139	1,028	2,167	1.63	1.47	3.10	2.09	1.58	3.67	-319	-76	-396
National policing	12	2	14	0.02	0.00	0.02	0.06	0.02	0.08	-27	-12	-39
Total	1,151	1,030	2,181	1.65	1.48	3.12	2.14	1.60	3.74	-345	-87	-432

Source: POA estimates 2011/12

Force breakdown against group average

Population 698k

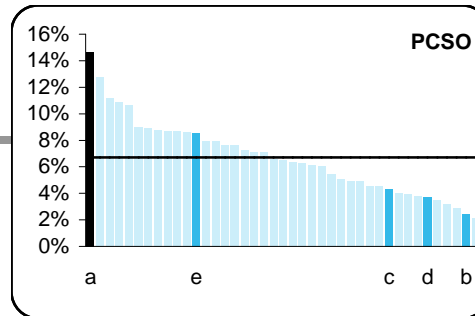
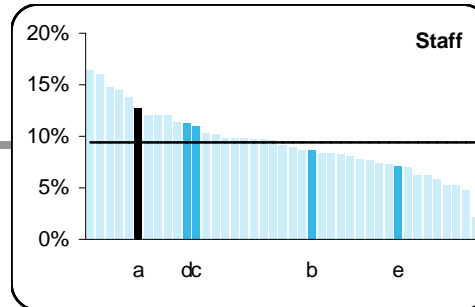
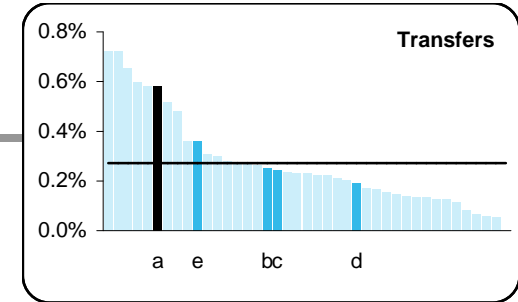
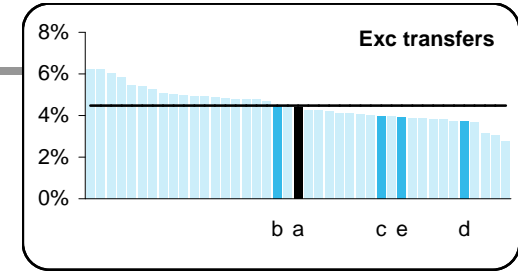
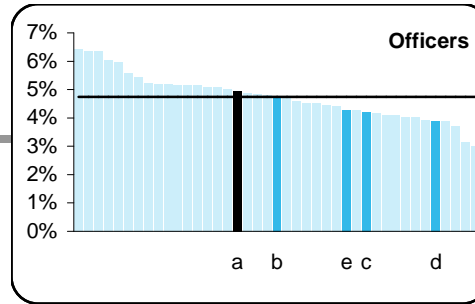
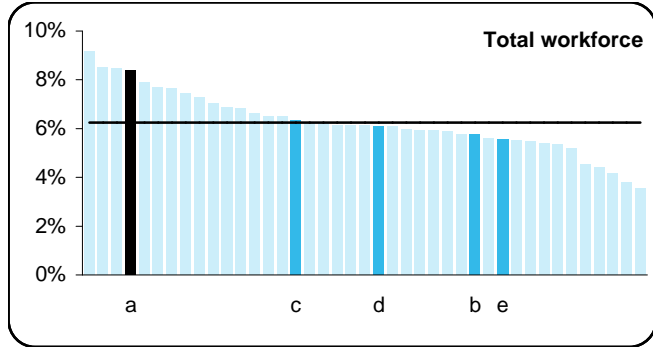
	Budgeted staff FTE			Staff per head FTE / 1,000 pop			Group average FTE / 1,000 pop			Diff from group FTE		
	PO	PS	Total	PO	PS	Total	PO	PS	Total	PO	PS	Total
- Local investigation	164	19	183	0.23	0.03	0.26	0.21	0.02	0.23	19	5	24
- Other local policing	619	169	788	0.89	0.24	1.13	1.05	0.27	1.32	-113	-18	-131
Total local policing	783	188	971	1.12	0.27	1.39	1.26	0.29	1.54	-94	-13	-107
Dealing with the public	10	182	192	0.01	0.26	0.28	0.04	0.24	0.29	-19	12	-7
Road policing	58	27	85	0.08	0.04	0.12	0.12	0.03	0.15	-26	8	-18
Specialist operations	82	6	88	0.12	0.01	0.13	0.11	0.01	0.12	8	-2	6
Intelligence	53	24	77	0.08	0.03	0.11	0.06	0.07	0.13	10	-24	-14
Specialist investigations	99	55	153	0.14	0.08	0.22	0.17	0.06	0.23	-17	10	-7
Investigative support	0	46	46	0.00	0.07	0.07	0.00	0.07	0.08	-3	-4	-8
Criminal justice	29	174	203	0.04	0.25	0.29	0.07	0.26	0.33	-19	-11	-31
Support functions	26	316	342	0.04	0.45	0.49	0.08	0.45	0.52	-28	5	-24
Police authority	0	11	11	0.00	0.02	0.02	0.00	0.01	0.01	0	2	2
Central costs	0	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0	0	0
Sub-total	1,139	1,028	2,167	1.63	1.47	3.10	1.90	1.48	3.38	-189	-5	-194
National policing	12	2	14	0.02	0.00	0.02	0.07	0.01	0.08	-37	-4	-41
Total	1,151	1,030	2,181	1.65	1.48	3.12	1.97	1.51	3.48	-226	-23	-249

Source: POA estimates 2011/12

LEAVERS

2010-11

These charts show the percentage of the workforce that left the force in 2010/11; 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	1,206				
Exc transfers		53	4.4%	4.5%	
Transfers		7	0.6%	0.3%	
Leaving force		60	5.0%	4.7%	3.0
PCSO	149	22	14.7%	6.7%	0.6
Police staff	917	117	12.7%	9.4%	3.7
Force total	2,272	198	8.4%	6.3%	7.3

All leavers

Source: ADR531 (as at 31/03/11)

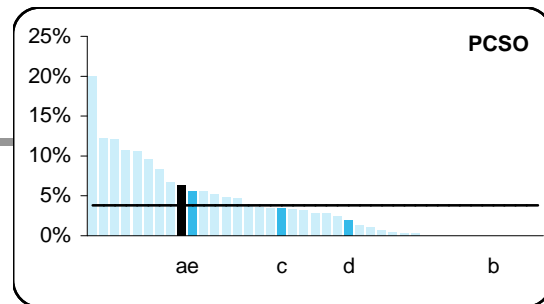
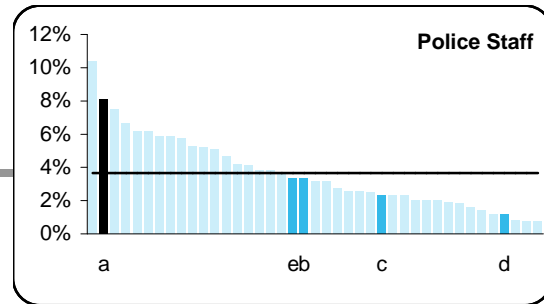
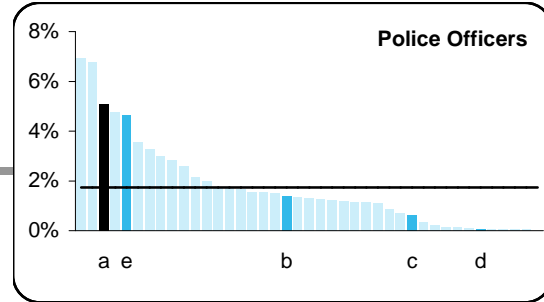
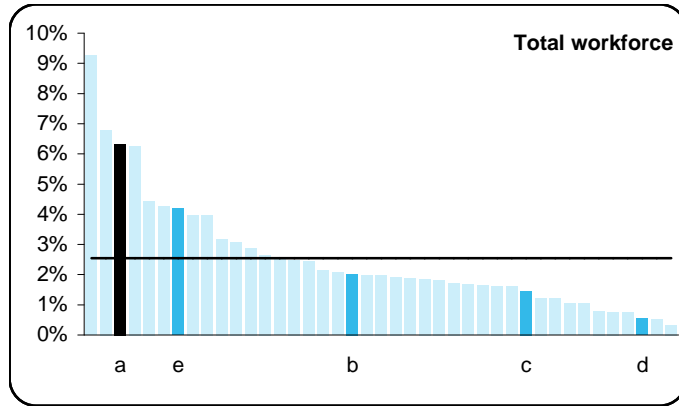
Source: ADR531 (as at 31/09/10)

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

JOINERS

2010-11

These charts show the percentage of the workforce that joined the force in 2010/11.
 NB: The joiners figures are FTE.



	Strength	Joiners	%	Avg
Police officers	1,202	61	5.1%	1.7%
PCSO	144	9	6.3%	3.8%
Police staff	869	70	8.1%	3.7%
Overall	2,215	140	6.3%	2.5%

Source: ADR521 (as at 31/03/11 and 30/09/2010)

SICKNESS & OTHER LONG TERM ABSENCE

March 2011

These charts show sickness & other long term absence broken down into absences of less than 28 days and 28 days or more (long term absence) which includes maternity leave, compassionate leave etc. 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 not included in the absence figures. *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	1,202			
Long term absence		39	3.2%	2.9%
Sickness absence		16	1.3%	1.8%
PCSO	144			
Long term absence		5	3.3%	2.8%
Sickness absence		1	0.7%	2.2%
Staff	869			
Long term absence		24	2.7%	3.3%
Sickness absence		9	1.0%	1.8%

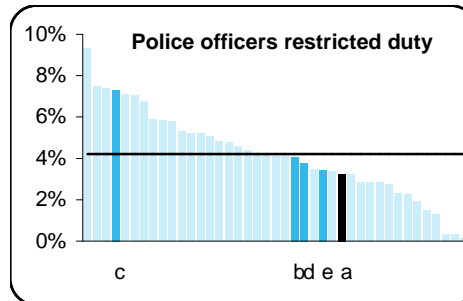
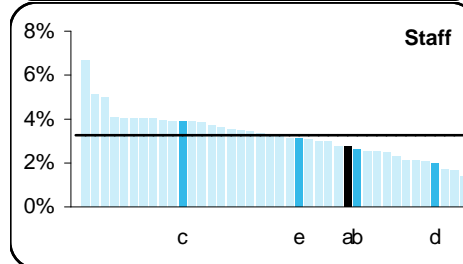
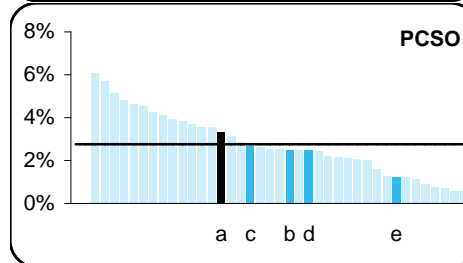
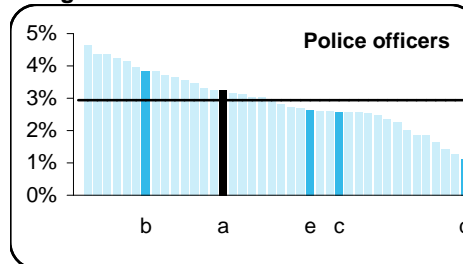
Long term absence: 2010/11-Q4

Officers	1,202			
Recuperative		18	1.5%	2.2%
Restricted		39	3.2%	4.2%

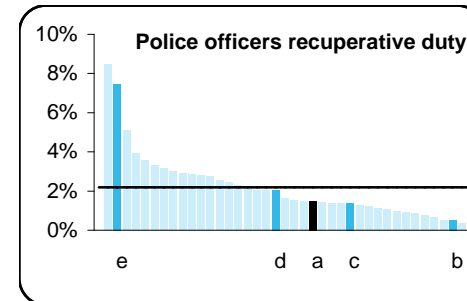
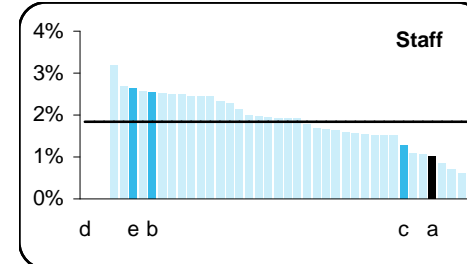
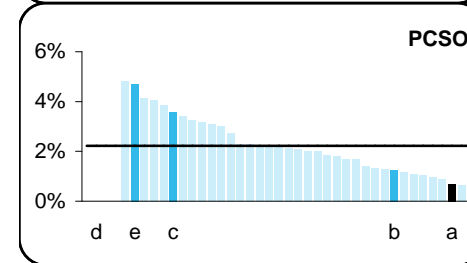
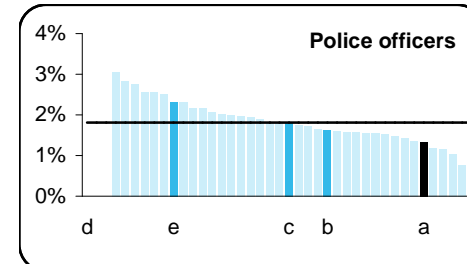
Source: ADR 502, 551 and 554 (as at 31/03/11)

ADR 554 figures are headcount not FTE

Long-term Absence




Sickness absence

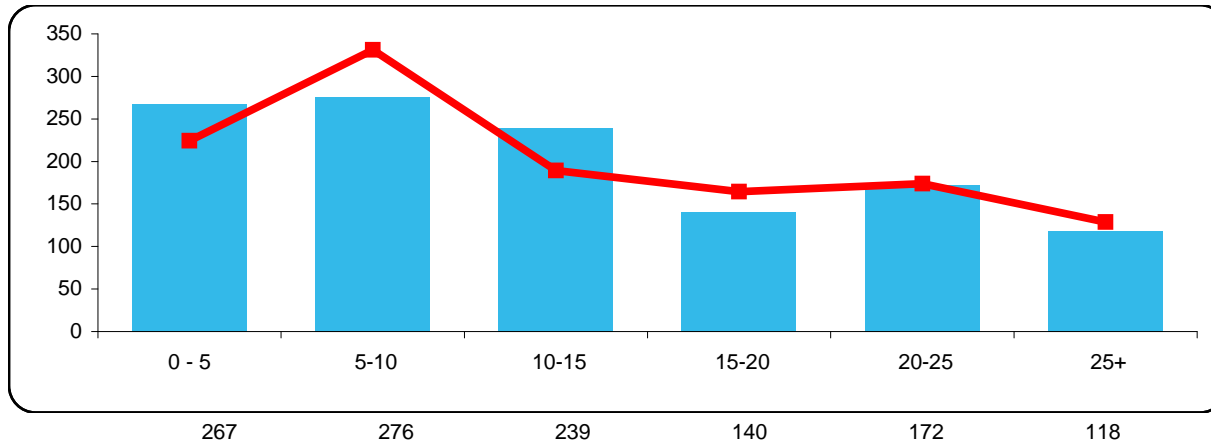


POLICE OFFICERS LENGTH OF SERVICE

These charts show the number of officers by length of service.
A more detailed breakdown of 25 – 30 years is provided for planning purposes.

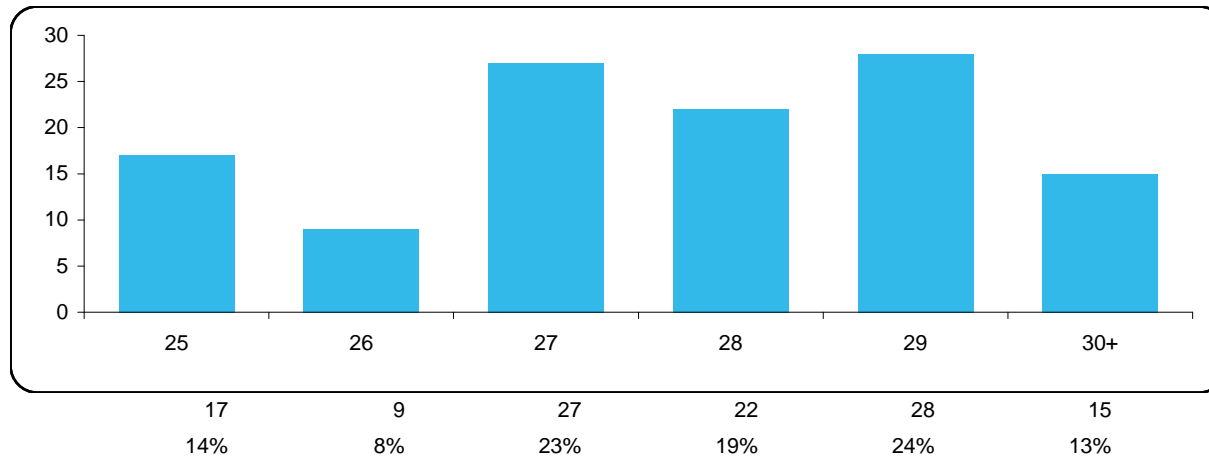
ALL OFFICERS

National average 



Total
1,212

25 YEARS OR MORE



Total
118

Source: ADR 582 (as at 31/03/11)

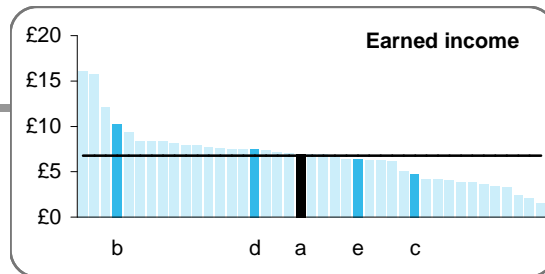
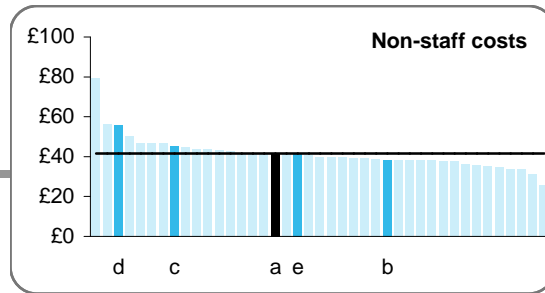
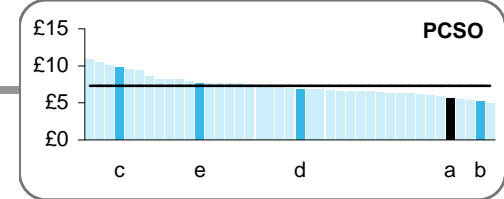
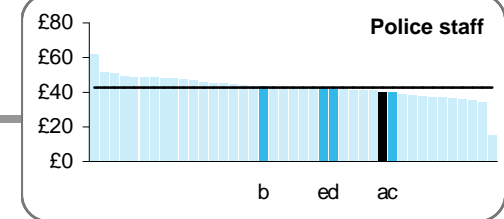
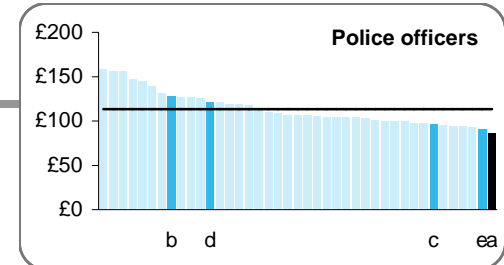
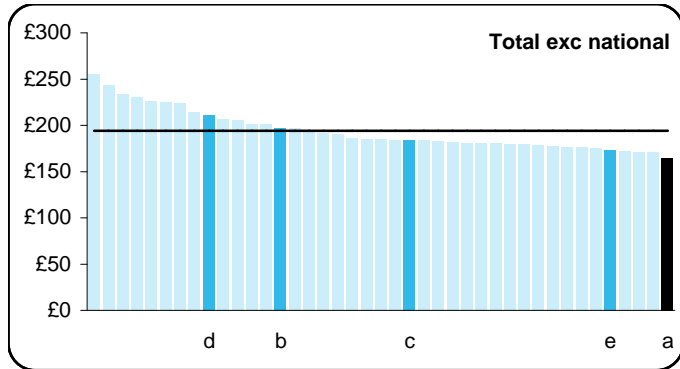
Lincolnshire

EXPENDITURE

2011/12 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: that this is different from NRE as reported in POA data.



Population 698k

	£m	£/head	Avg	Diff. £m
Police officers	60.3	86	113	-18.9 <<
Police staff	27.9	40	43	-1.9
PCSOs	3.9	6	7	-1.2
Workforce	92.1	132	163	-21.9 <<
Non-staff costs	28.8	41	42	-0.2
Earned income	-4.8	-7	-7	-0.1
Net revenue exp.	116.0	166	198	-22.2 <<

Total exc national 114.4 164 194 -21.1 <<

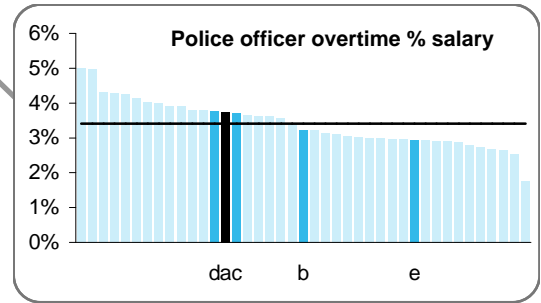
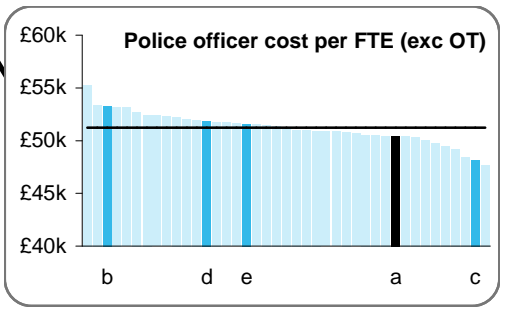
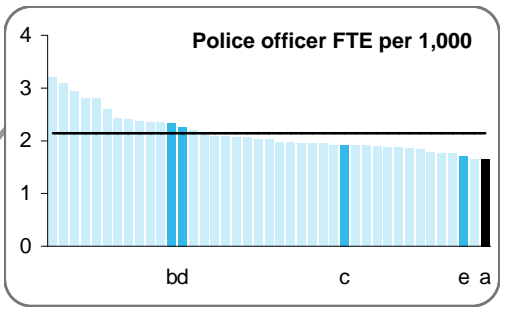
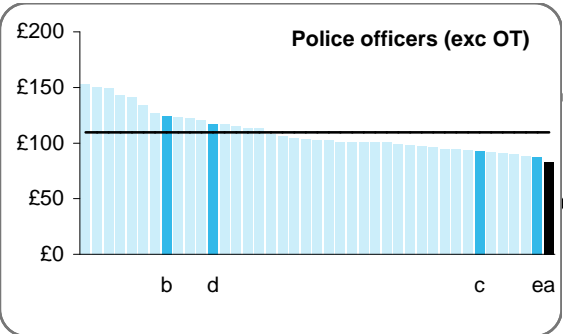
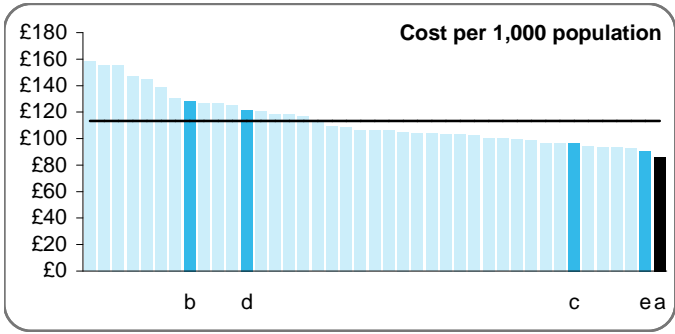
Source: POA estimates 2011/12

POLICE OFFICERS

2011/12 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.

These figures, taken from POA, show the estimated FTE numbers for the year 2011/12. The data table compares these with Home Office published FTE figures (ADR601), which are a snapshot taken at 31/3/2011, and so not necessarily the same.



	£m	£/head	Avg	Diff. £m
Police officers (exc. OT)	58.1	83.3	109.6	-18.4 <<
Police overtime	2.2	3.1	3.7	-0.4
Total	60.3	86.4	113.4	-18.9 <<

PO overtime % salary	% sal	Avg	Diff. £m
National functions	0.0%	0.1%	-0.1
Other	3.7%	3.3%	0.3
Total	3.7%	3.4%	0.2

Budgeted FTE 2011/12 (POA)	1,151
FTE Mar 11 (ADR601)	1,202

	Avg	Diff. £m
FTE/1,000	1.65	2.14 <<
£000/FTE	£50.5k	£51.2k -0.9

Source: POA Statistics 2011/12 estimates and ADR601

POLICE STAFF AND PCSOs

2011/12 estimates £ per head of population

These charts break down police staff and PCSO costs into more detail. These figures, taken from POA, show the estimated FTE numbers for the year 2011/12. The data table compares these with Home Office published FTE figures (ADR601), which are a snapshot taken at 31/3/2011, and so not necessarily the same. Home Office FTE data also excludes temporary contract staff and traffic wardens while POA includes traffic wardens.

£m	£/head	Avg	Diff. £m
28	40.0	42.6	-1.9

Avg		Diff. £m
FTE/1,000	1.26	1.35
£000/FTE	31.7k	31.7k

Budgeted FTE 2011/12 (POA)	881
FTE Mar 11 (ADR601)	869

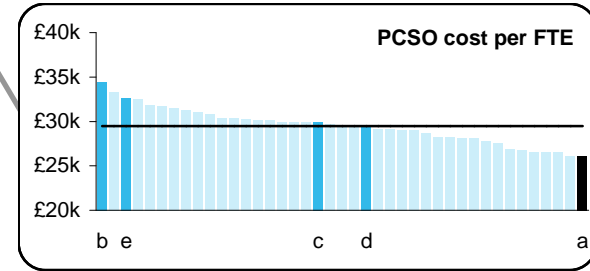
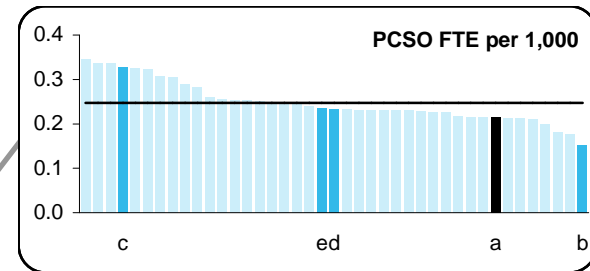
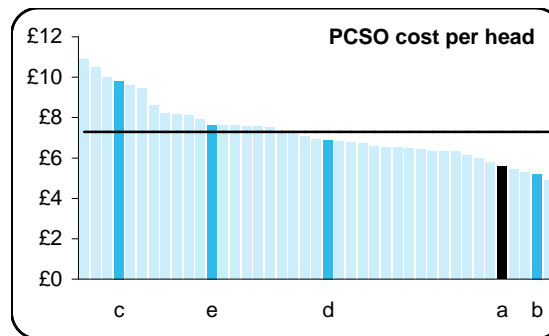
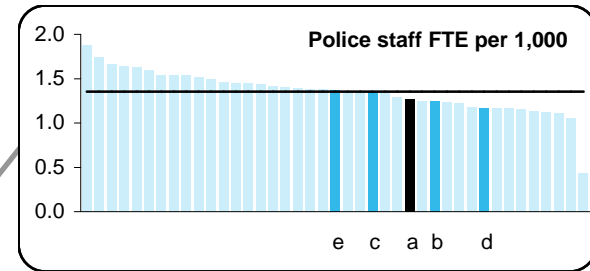
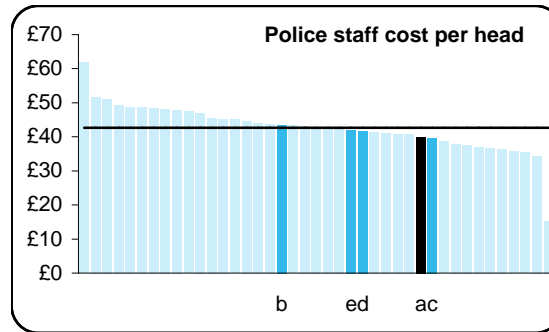
PCSOs

£m	£/head	Avg	Diff. £m
3.9	5.6	7.3	-1.2

Avg		Diff. £m
FTE/1,000	0.21	0.25
£000/FTE	£26.1k	£29.5k

Source: POA estimates 2011/12

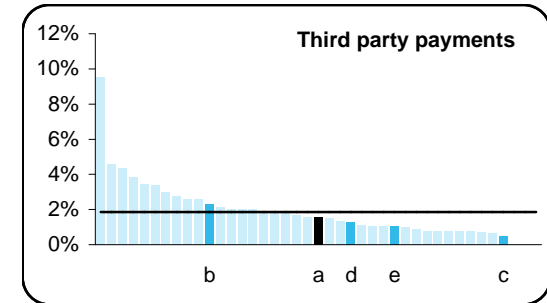
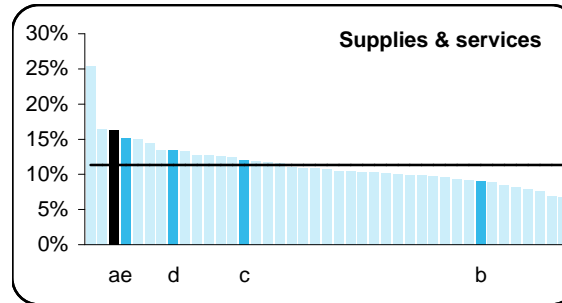
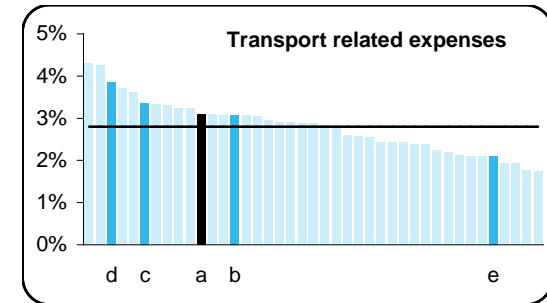
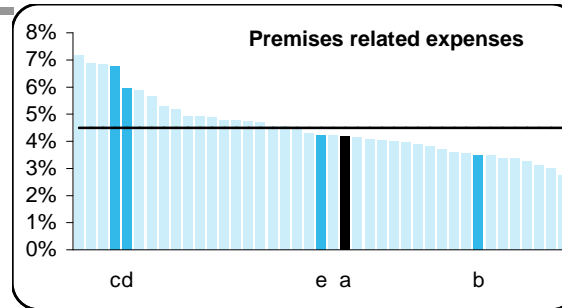
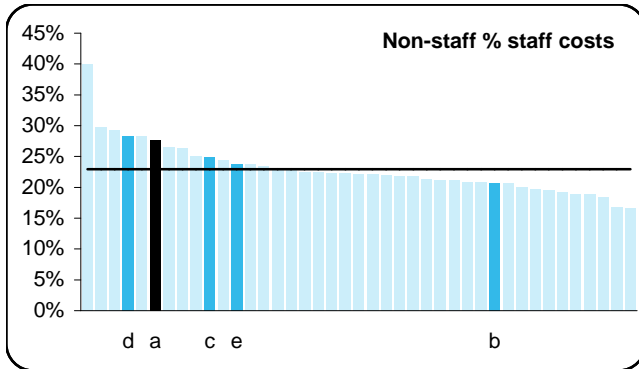
Budgeted FTE 2011/12 (POA)	149
FTE Mar 11 (ADR601)	144



NON-STAFF COSTS AS PERCENTAGE OF WORKFORCE COSTS

2011/12 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 mainly 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 £92m

	£m	% staff	Avg	Diff. £m
Premises	3.9	4.2%	4.5%	-0.3
Transport	2.9	3.1%	2.8%	0.3
Supplies & services	14.9	16.2%	11.4%	4.5 <<
Third party payments	1.4	1.5%	1.9%	-0.3
Other employee exps	2.4	2.6%	2.4%	0.2
Non-staff costs	25.5	27.6%	22.9%	4.3

Capital financing	3.4	3.7%	2.7%	0.9
Total	28.8	31.3%	25.7%	5.2

Source: POA estimates 2011/12

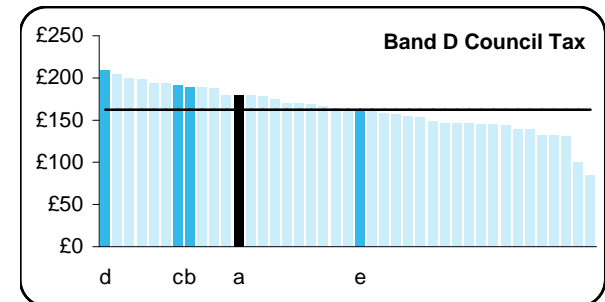
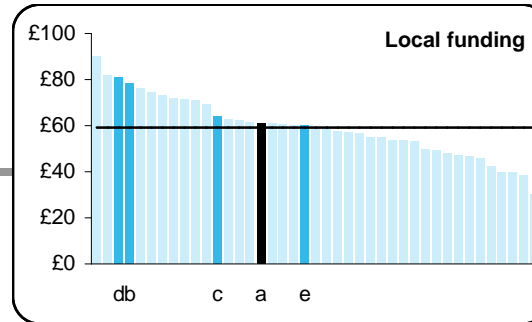
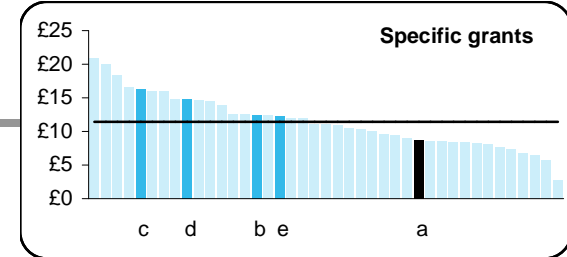
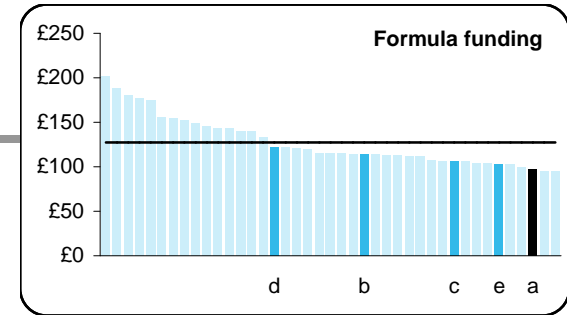
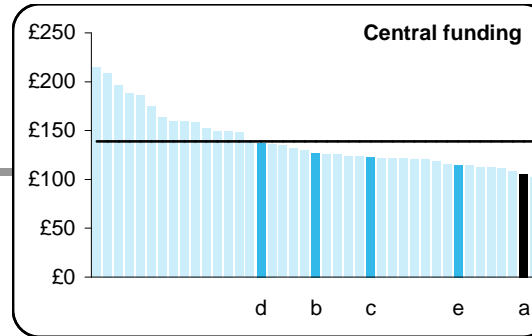
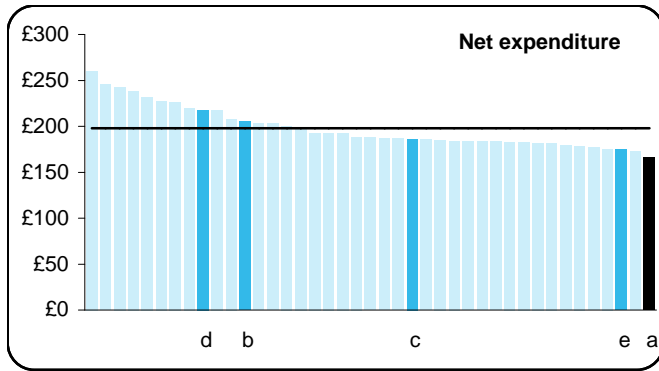
Other employee expenses includes temporary & agency staff, and injury & ill health costs

FINANCING OF EXPENDITURE

2011/12 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: Police forces in Wales did not receive an increase in government grant for agreeing to freeze or reduce council tax.



Population 698k

	£m	£/head	Avg
Central funding			
Formula funding*	67	97	127
Specific grants	6	9	11
Local funding			
Council tax	42	61	58
Reserves (transfers)	0	0	1
Net revenue exp.	116	166	198

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

Source: POA estimates 2011/12

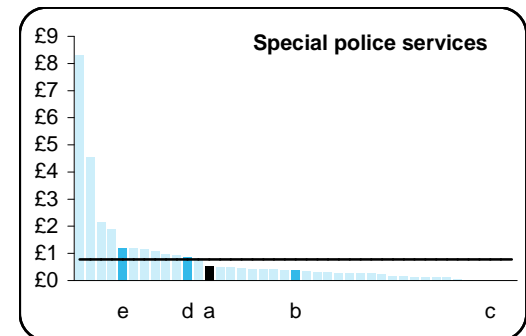
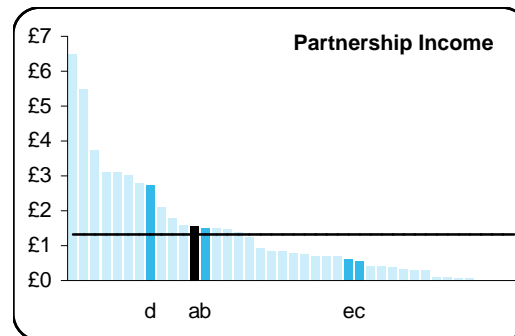
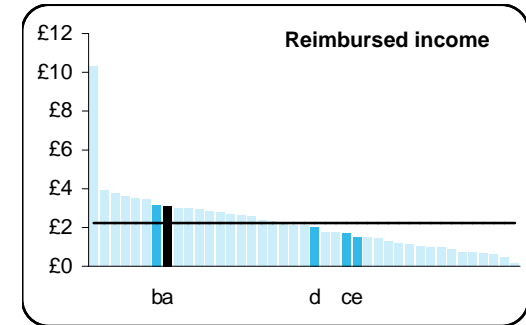
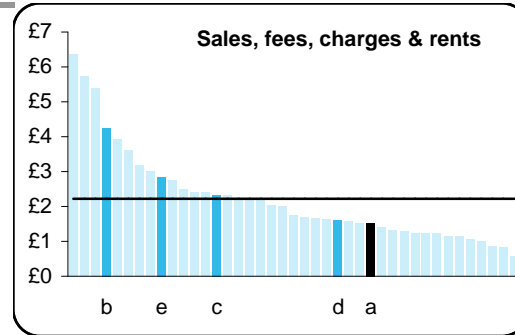
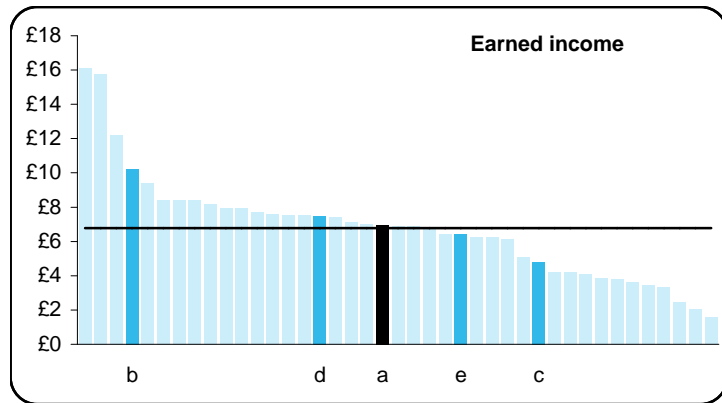
Band D tax rate	Avg	Diff £m
£179	£162	4.0

Lincolnshire

EARNED INCOME

2011/12 estimates £ per head of population

These charts break down information into different categories of 'earned' or external income using CIPFA finance data. This is the income removed from GRE in order to calculate NRE.



Population 698k

	£m	£/head	Avg	Diff. £m
Sales, fees, charges & rents	1.1	1.5	2.2	-0.5
Reimbursed income	2.2	3.1	2.2	0.6
Partnership income	1.1	1.6	1.3	0.2
Special police services	0.4	0.5	0.8	-0.2
Interest	0.2	0.3	0.2	0.0
Total earned income	4.8	6.9	6.8	0.1

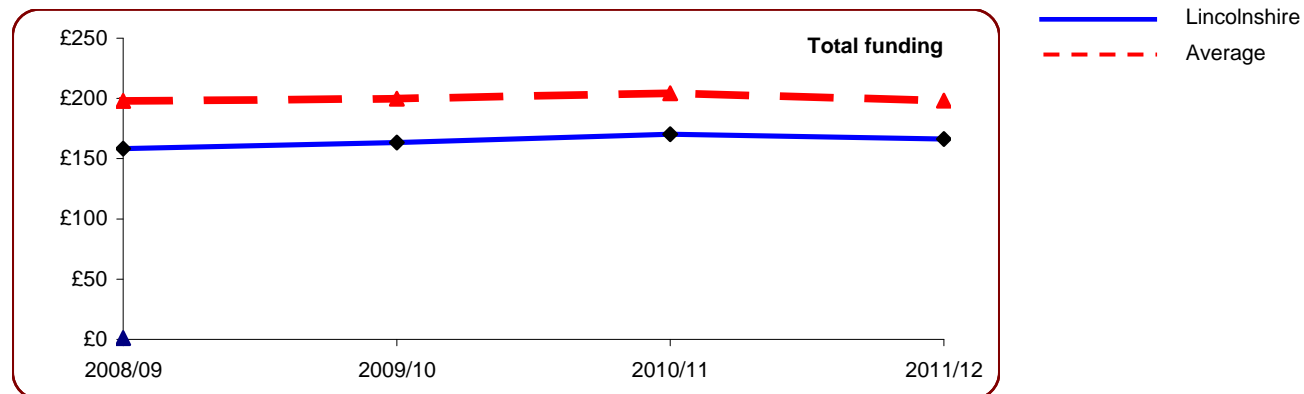
Source: POA estimates 2011/12

Lincolnshire

FUNDING SOURCE TRENDS

2008/09 - 2010/11 actuals and estimates for 2011/12 £ per head of population

These charts show how the financial position and funding of forces has changed since 2008/09. Estimates of reserves are unreliable. These figures are not adjusted for inflation



£ per 1000	2008/09	2009/10	2010/11	2011/12	Increase
Central gov funding	102.3	106.0	108.4	105.3	3%
Reserves	1.2	-0.4	1.8	0.2	
Council tax	54.9	57.7	60.2	60.7	11%
Total funding	158.4	163.4	170.3	166.2	5%

Average	2008/09	2009/10	2010/11	2011/12	Increase
Central gov funding	144.1	143.4	145.2	138.9	-4%
Reserves	0.8	0.4	1.1	1.3	
Council tax	52.9	56.0	58.2	57.9	10%
Total funding	197.8	199.9	204.4	198.1	0%

Band D tax rate	£235	£174	£179	£179
Average	£152	£157	£162	£162

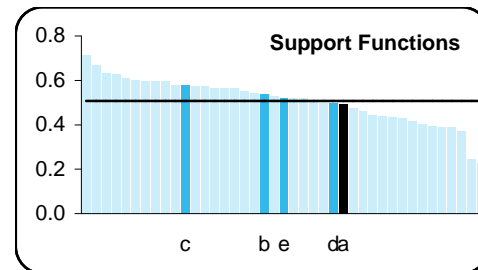
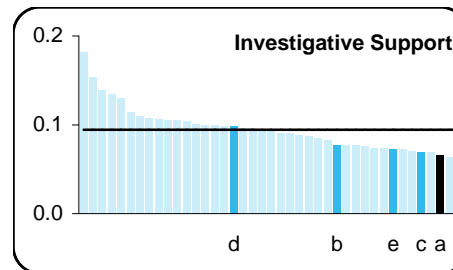
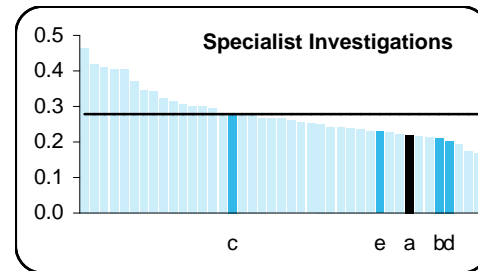
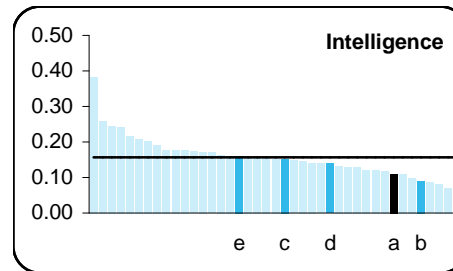
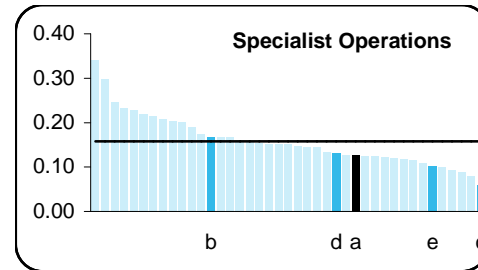
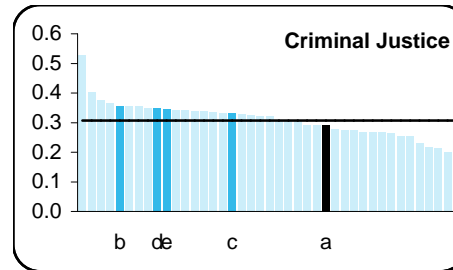
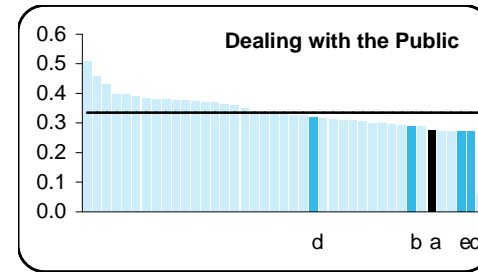
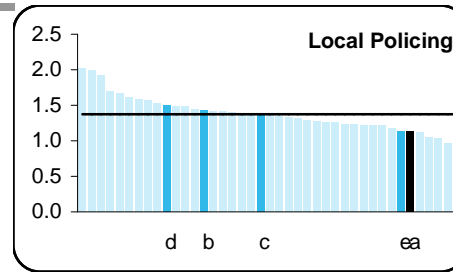
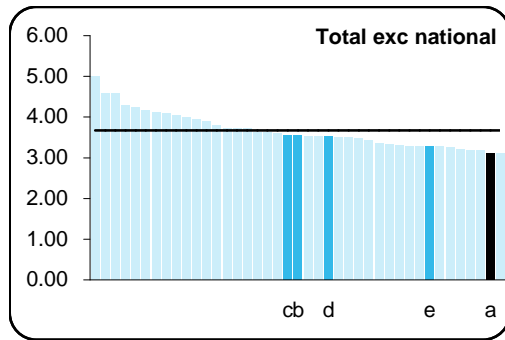
Source: CIPFA statistics; POA Statistics 2011/12 estimates

Lincolnshire

WORKFORCE BY FUNCTION

Budgeted FTE 2011/12 per 1,000

These charts show the workforce costs by function in terms of fte per 1,000 population. The underlying figures are displayed on pages 40 & 41. For definitions of the workforce categories, please refer to Appendix 2.

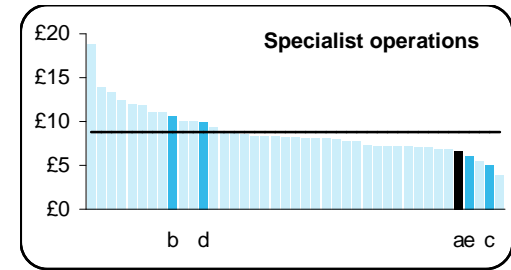
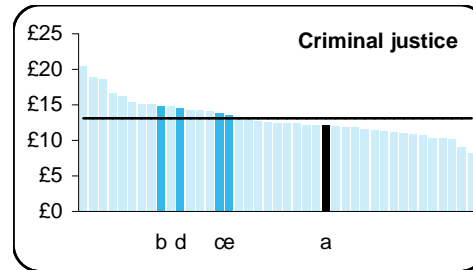
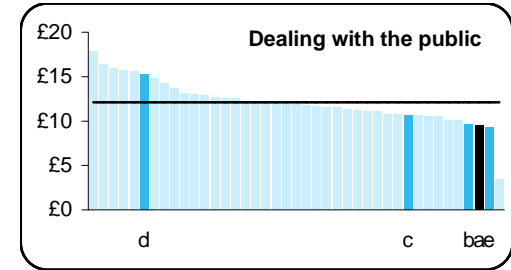
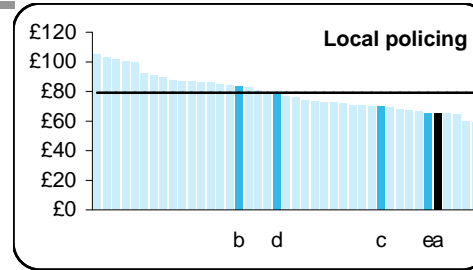
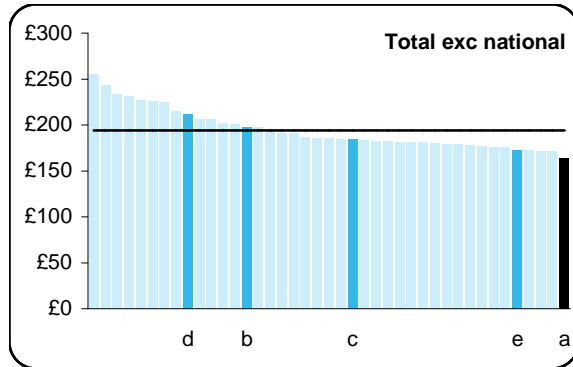


Source: POA estimates 2011/12

Lincolnshire

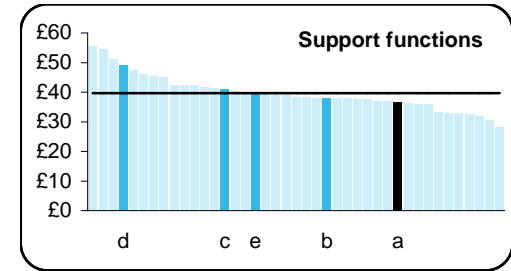
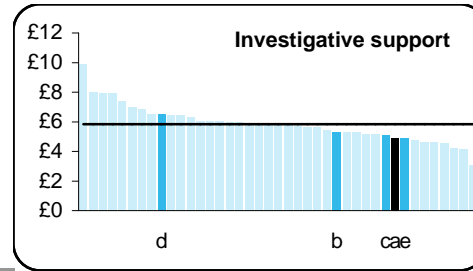
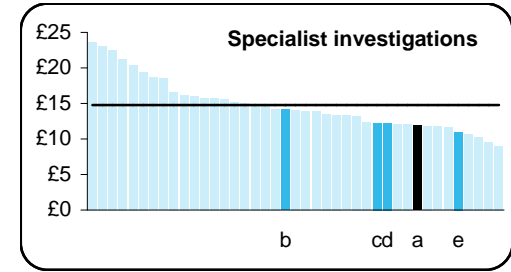
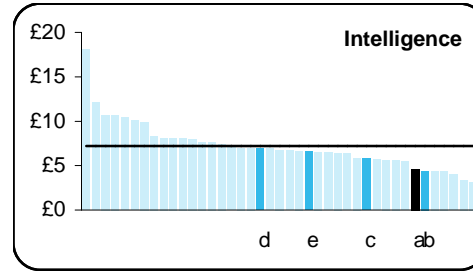
NET REVENUE EXP BY FUNCTION

Cost per head of population by function



Population 698k

			Averages		Diff £m	
	£m	£/head	All	Group	All	Group
- Local investigation	9.0	12.9	15.1	11.3	-1.5	1.1
- Other local policing	36.4	52.2	63.9	61.3	-8.2	-6.4
Local policing	45.4	65.1	79.0	72.6	-9.7	-5.2
Dealing with the public	6.6	9.5	12.1	10.9	-1.8	-1.0
Criminal justice	8.5	12.1	13.1	13.8	-0.7	-1.2
Road policing	2.9	4.2	6.4	6.6	-1.5	-1.7
Specialist operations	4.7	6.7	8.8	7.7	-1.5	-0.7
Intelligence	3.2	4.6	7.2	5.7	-1.8	-0.7
Specialist investigations	8.3	11.9	14.8	12.3	-2.0	-0.3
Investigative support	3.4	4.9	5.8	5.3	-0.7	-0.3
Support functions	25.6	36.6	39.6	40.9	-2.1	-3.0
Police authority	1.1	1.6	1.2	1.7	0.3	-0.0
Central costs	4.7	6.7	6.0	8.4	0.5	-1.2
Total exc national	114.4	163.9	194.1	185.8	-21.1	-15.3



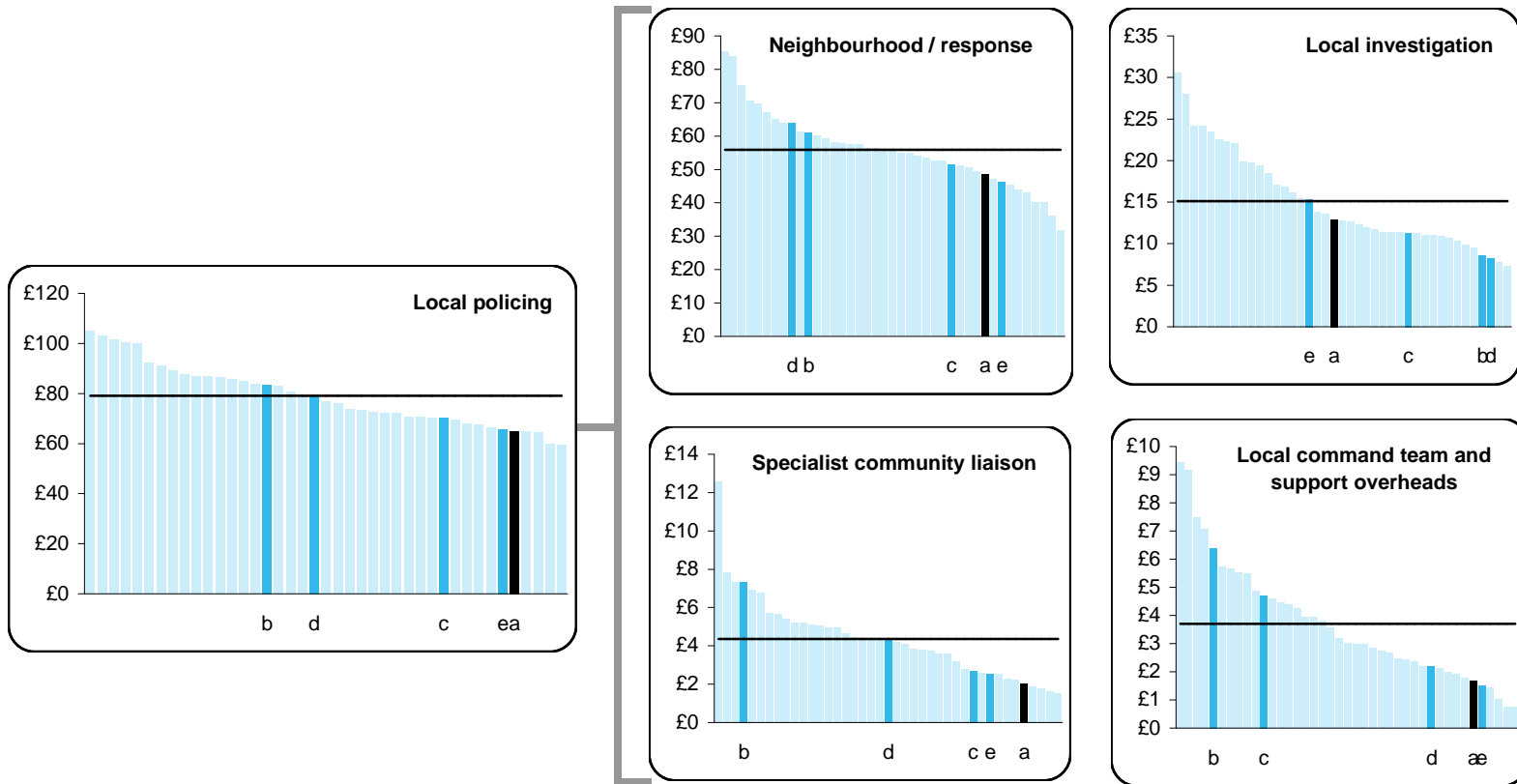
National policing	1.6	2.3	4.0	4.3	-1.2	-1.4
Total	116.0	166.2	198.1	190.1	-22.2	-16.7

Source: POA estimates 2011/12

Lincolnshire

LOCAL POLICING

Objectives – cost per head of population by function.



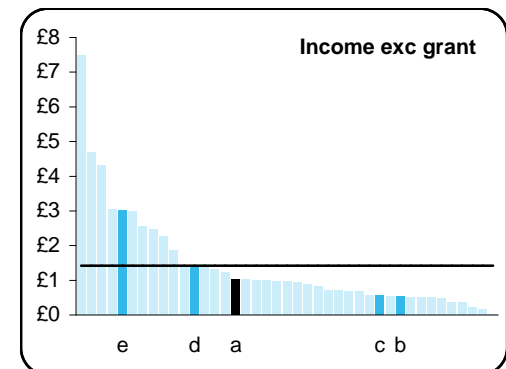
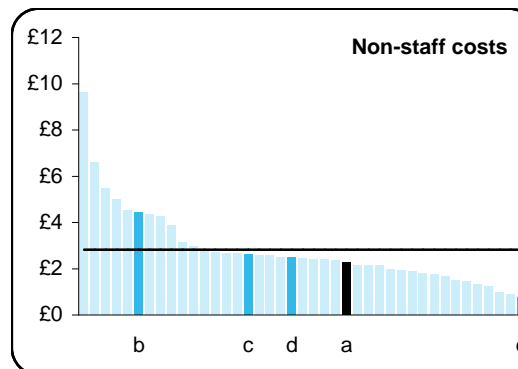
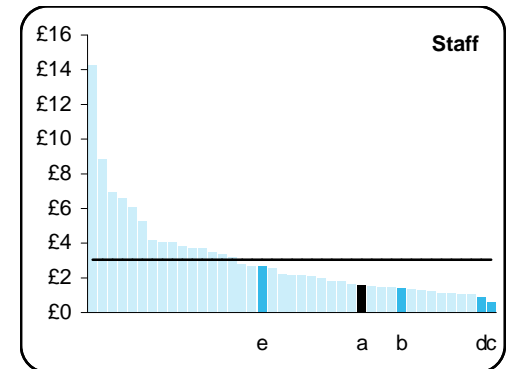
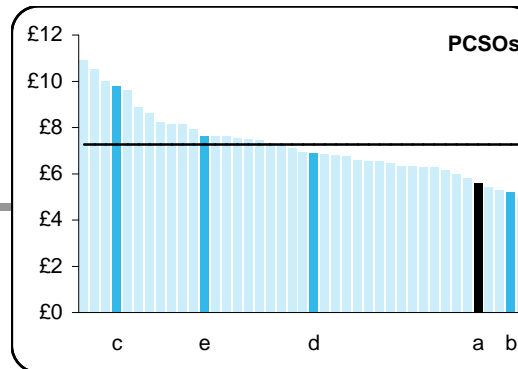
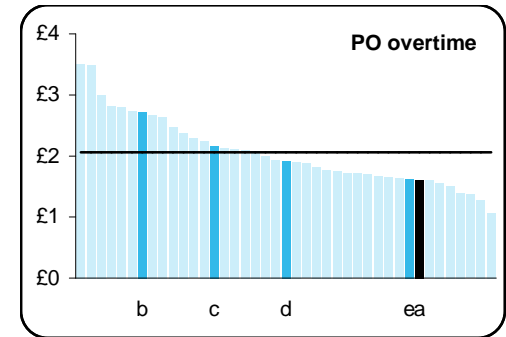
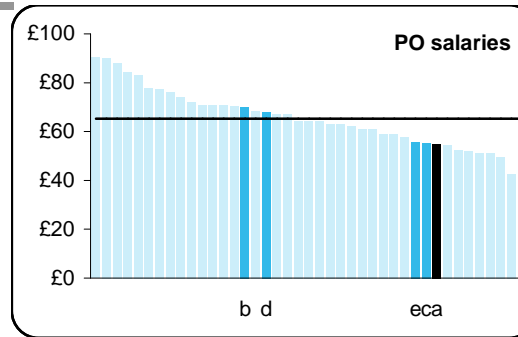
Population 698k

	Averages		Diff £m		% PO *			
	£m	£/head	All	Group	All	Avg		
Neighbourhood/response	33.8	48.5	55.8	54.2	-5.2	-4.0	85%	85%
Local investigation	9.0	12.9	15.1	11.3	-1.5	1.1	90%	91%
Specialist community liaison	1.4	2.0	4.4	3.8	-1.6	-1.2	55%	62%
Command team & support	1.2	1.7	3.7	3.3	-1.4	-1.1	92%	65%
Total local policing	45.4	65.1	79.0	72.6	-9.7	-5.2	86%	83%

Source: POA estimates 2011/12

* PO salaries + overtime as % of gross expenditure

LOCAL POLICING
Use of resources



Staffing	Averages		Diff fte	
	FTE	FTE/1000	All	Group
Police officers	783	1.12	1.33	1.26
PCSOs	149	0.21	0.25	0.23
Police staff	39	0.06	0.11	0.06

Diff fte	
All	Group
-146	-94
-23	-13
-35	-0

Expenditure	Averages		Diff fte	
	£m	£/head	All	Group
PO salaries	38.4	55.0	65.2	60.9
PO overtime	1.1	1.6	2.1	2.0
PCSOs	3.9	5.6	7.3	7.0
Police staff	1.1	1.6	3.1	1.5
Non-staff costs	1.6	2.3	2.8	2.5
Income	-0.7	-1.0	-1.4	-1.3
Total cost	45.4	65.1	79.0	72.6

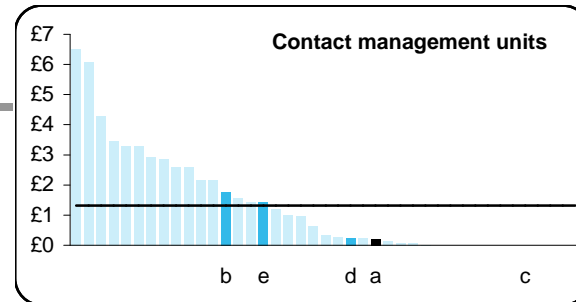
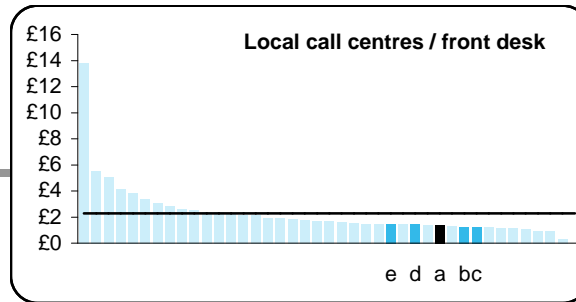
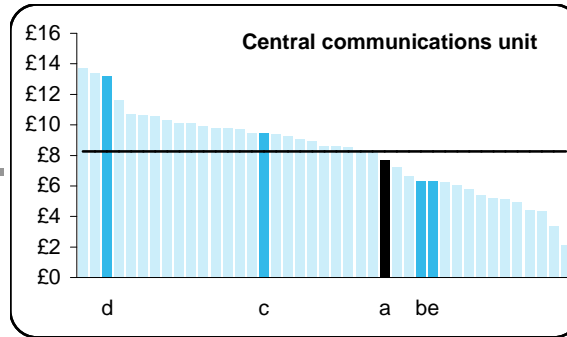
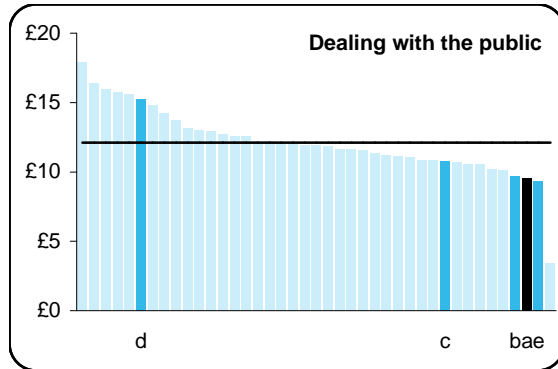
Diff fte	
All	Group
-7.1	-4.1
-0.3	-0.3
-1.2	-1.0
-1.0	0.1
-0.4	-0.2
0.3	0.2
-9.7	-5.2

Cost/fte	Averages		Diff fte	
	All	Group	All	Group
Police officers	£49k	£48k	0.0	0.5
PCSOs	£26k	£30k	-0.5	-0.6
Staff	£28k	£25k	-0.0	0.1

Diff fte	
All	Group
0.0	0.5
-0.5	-0.6
-0.0	0.1

Source: POA estimates 2011/12
HMIC

DEALING WITH THE PUBLIC
Objectives – cost per head of population by function



Population 698k

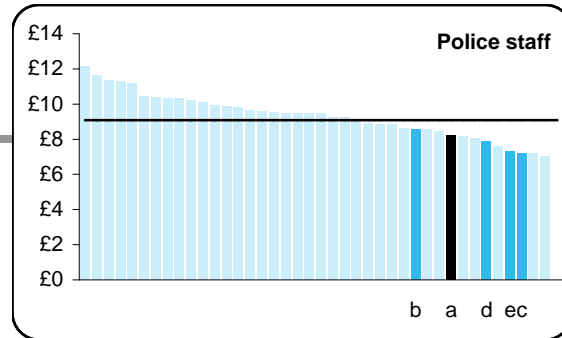
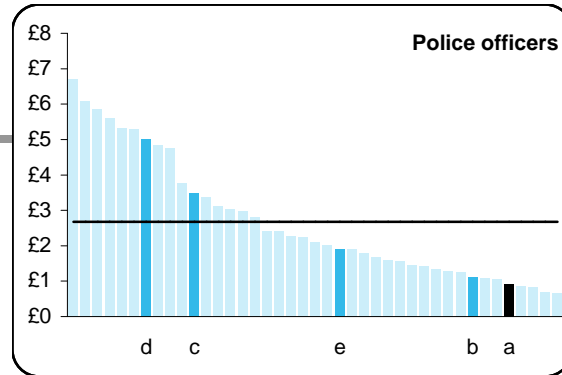
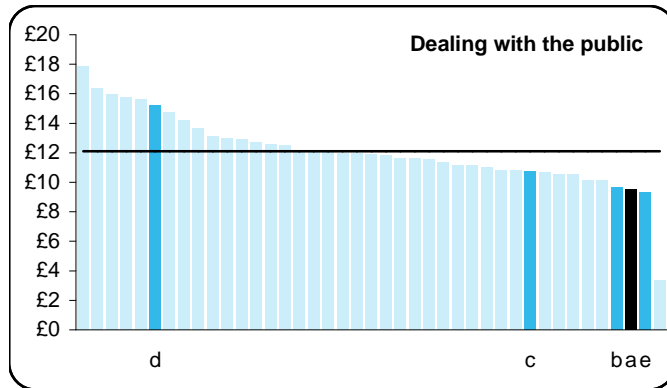
			<i>Averages</i>	
	£m	£/head	All	Group
Central communications unit	5.3	7.6	8.3	8.6
Local call centres/front desk	1.0	1.4	2.3	1.4
Contact management units	0.1	0.2	1.3	0.7
Command team & support	0.2	0.2	0.3	0.2
Total dealing with the public	6.6	9.5	12.1	10.9

Source: POA estimates 2011/12

<i>Diff £m</i>			
All	Group	% PO	Avg
-0.4	-0.7	8%	21%
-0.6	0.0	0%	10%
-0.8	-0.4	99%	33%
-0.0	0.0	40%	67%
-1.8	-1.0	9%	22%

DEALING WITH THE PUBLIC

Use of resources



Staffing	Averages		Diff fte	
	FTE	FTE/1000	All	Group
Police officers	10	0.01	0.05	0.04
Police Staff	182	0.26	0.29	0.24

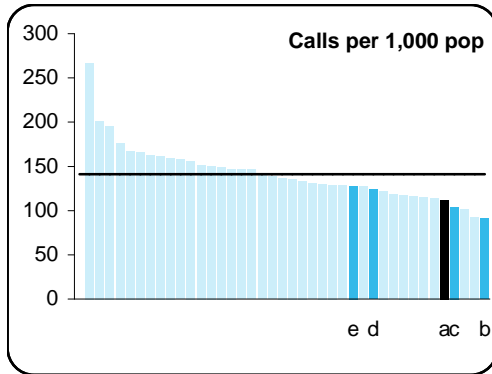
Expenditure	Averages		Diff fte	
	£m	£/head	All	Group
Police officers	0.6	0.9	2.7	2.5
Police staff +PCSO	5.7	8.2	9.1	7.8
Non-staff costs	0.3	0.4	0.4	0.6
Income	-0.0	-0.0	-0.1	-0.0
Total cost	6.6	9.5	12.1	10.9

Cost/fte	Averages		Diff fte	
	£m	£/head	All	Group
Police officers	£61k	£56k	£59k	£59k
Police Staff	£31k	£31k	£32k	£32k

Source: POA estimates 2011/12

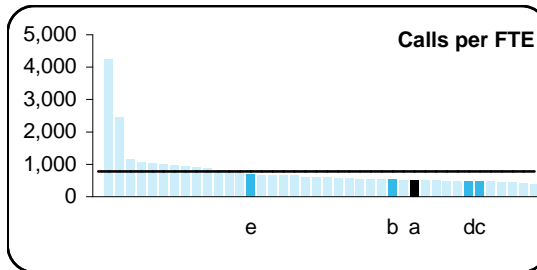
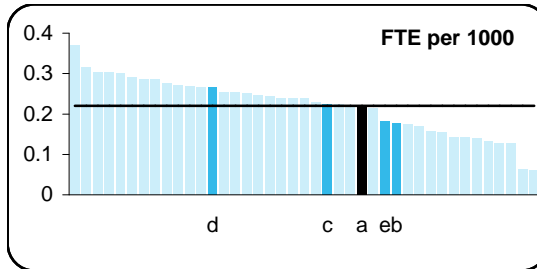
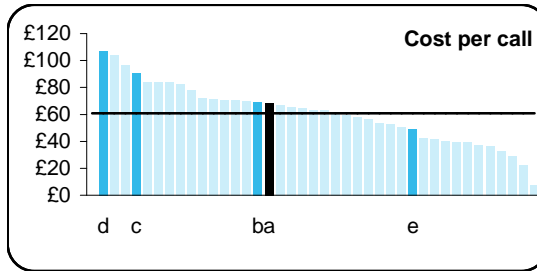
999 CALLS
2010/11

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	698k
Calls received	78,185

Central Communications Unit only

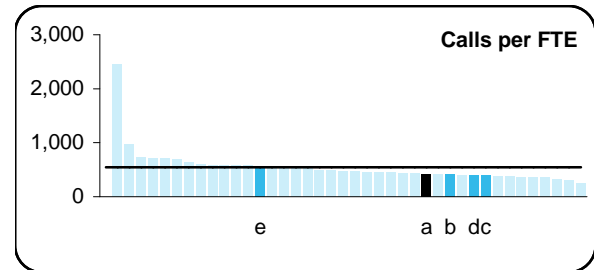
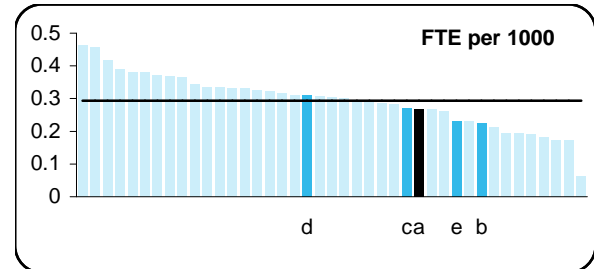
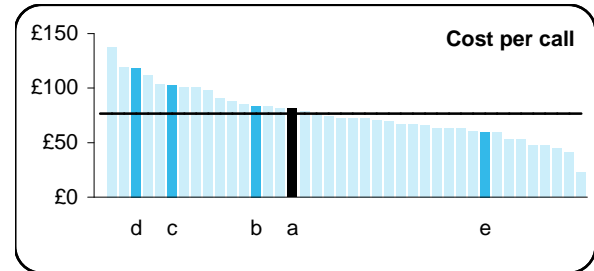


FTE Staff	152
Gross cost	£5.4m

	Avg	
FTE/1000	0.22	0.22
Calls per FTE	516	783
Calls per 1000	112	141

Cost per call	£69	£61
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CCU + Front Desk



FTE Staff	187
Gross cost	£6.4m

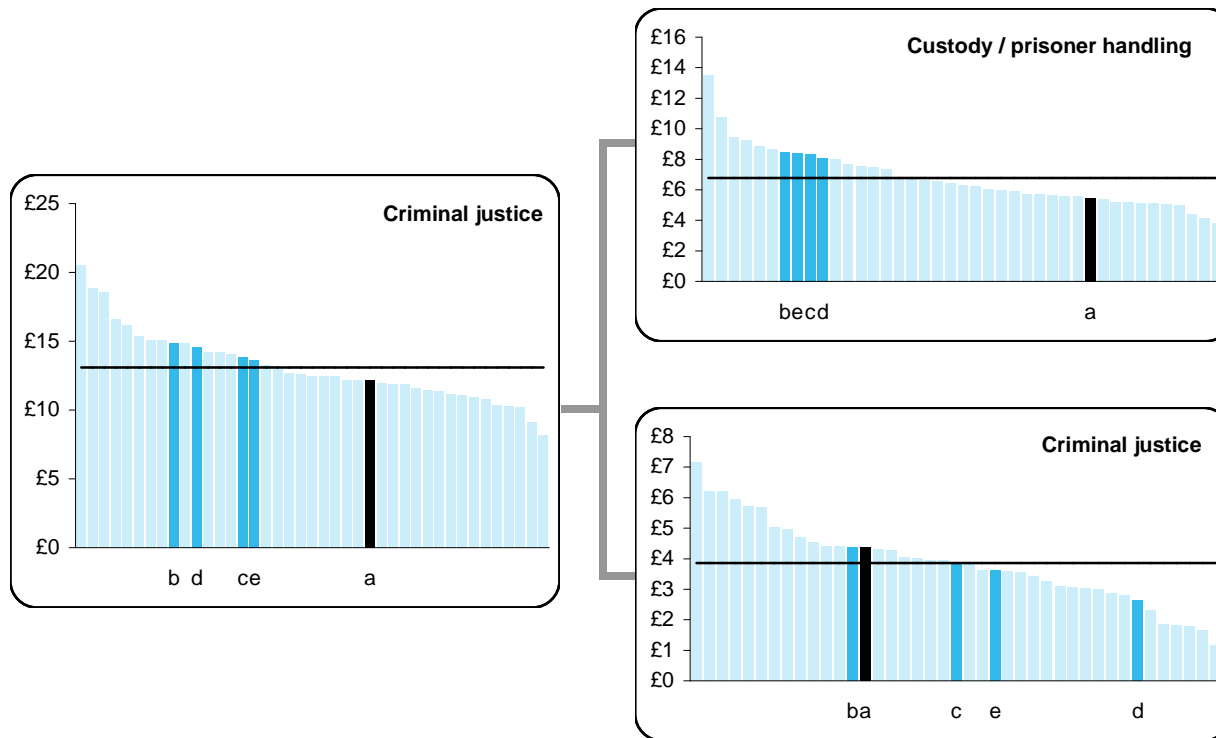
	Avg	
FTE/1000	0.27	0.29
Calls per FTE	418	544
Calls per 1000	112	141

Cost per call	£81	£77
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Source: ADR 441

Lincolnshire

CRIMINAL JUSTICE ARRANGEMENTS
Objectives – cost per head of population by function



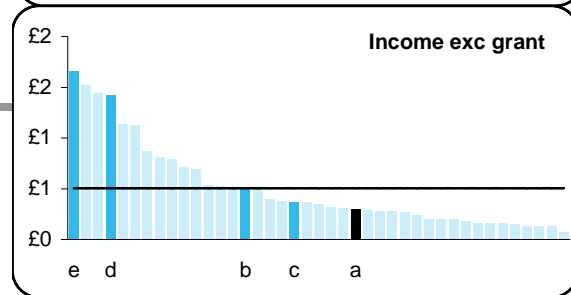
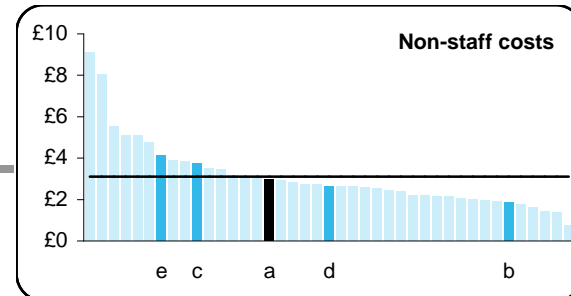
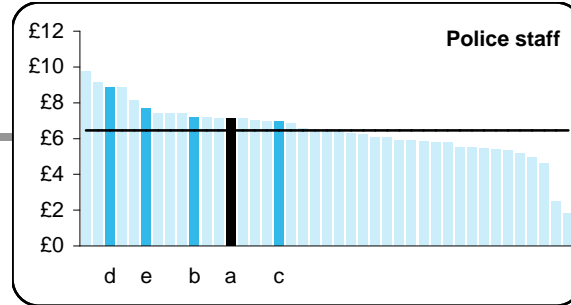
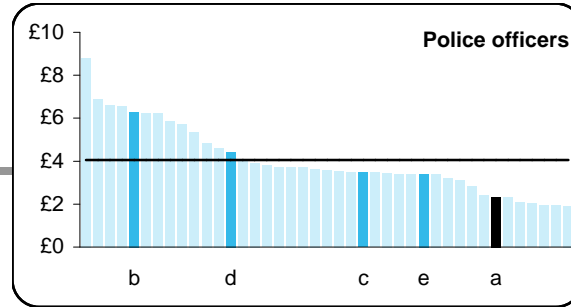
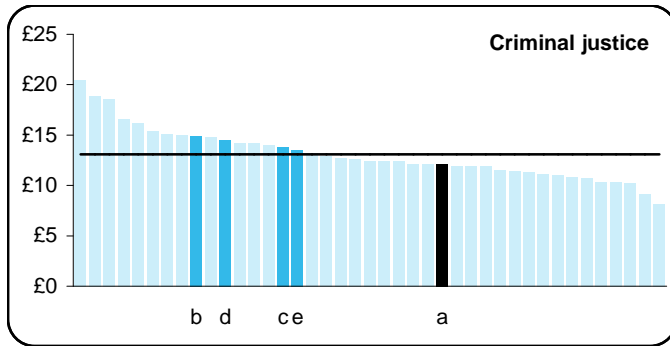
Population 698k

	Averages			
	£m	£/head	All	Group
Custody / prisoner handling	3.8	5.4	6.8	7.7
Criminal justice	3.1	4.4	3.9	3.8
Police national computer	0.5	0.7	0.8	0.7
CIU/ criminal record bureau	0.3	0.4	0.6	0.6
Property officer / stores	0.0	0.0	0.2	0.2
Coroner assistance	0.2	0.3	0.2	0.2
Fixed penalty scheme	0.4	0.6	0.2	0.2
Command Team & Support	0.2	0.3	0.4	0.3
Total criminal justice arrangements	8.5	12.1	13.1	13.8

Source: POA estimates 2011/12

Diff £m		% PO Avg	
All	Group		
-0.9	-1.6	29%	44%
0.4	0.4	10%	19%
-0.1	-0.1	0%	1%
-0.1	-0.1	16%	1%
-0.2	-0.1	na	0%
0.1	0.1	0%	8%
0.2	0.3	0%	3%
-0.1	0.0	71%	51%
-0.7	-1.2	19%	29%

CRIMINAL JUSTICE ARRANGEMENTS
Use of resources



Staffing	Averages		All		Group	
	FTE	FTE/1000				
Police officers	29	0.04	0.07	0.07		
Police Staff	174	0.25	0.23	0.26		

Diff fte	
All	Group
-22	-19
10	-11

Expenditure	£m		£/head		All		Group	
Police officers	1.6	2.3	4.0	4.0				
Police staff +PCSO	5.0	7.1	6.5	7.6				
Non-staff costs	2.1	3.0	3.1	3.1				
Income	-0.2	-0.3	-0.5	-0.9				
Total cost	8.5	12.1	13.1	13.8				

Diff £m	
All	Group
-1.2	-1.2
0.5	-0.3
-0.1	-0.1
0.1	0.4
-0.7	-1.2

Cost/fte	All		Group	
Police officers	£56k	£54k	£56k	
Police Staff	£28k	£27k	£28k	

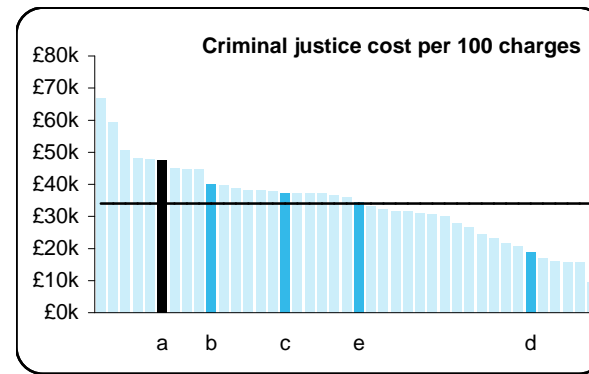
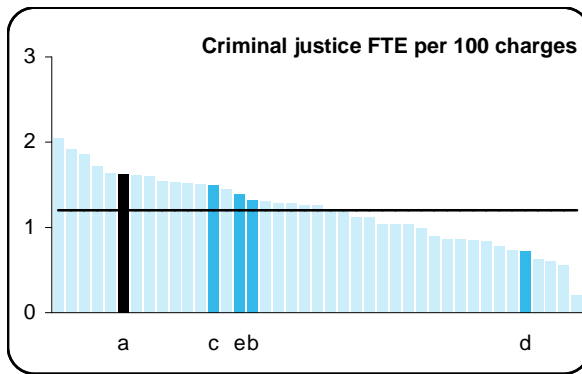
Diff £m	
All	Group
0.1	-0.0
0.2	0.0

Source: POA estimates 2011/12
HMIC

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	6,421
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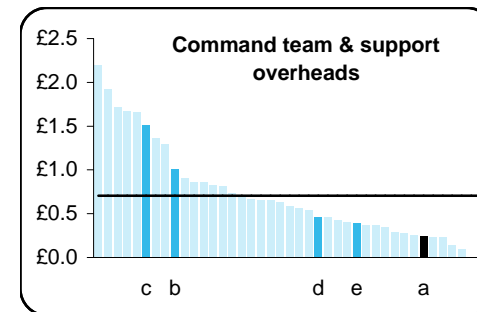
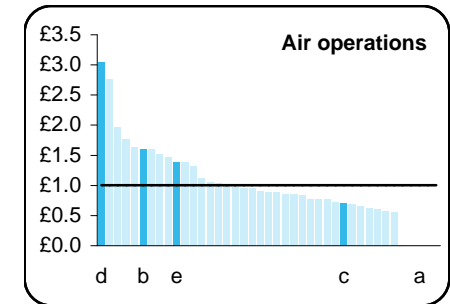
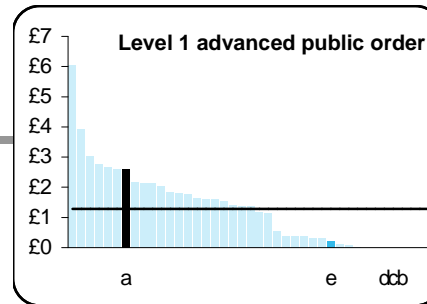
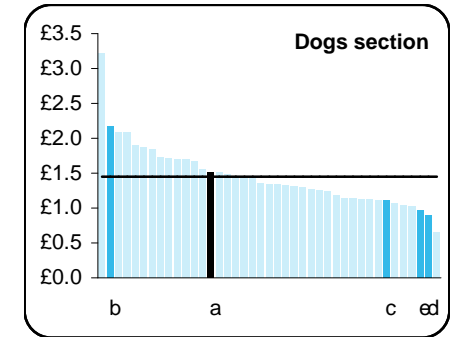
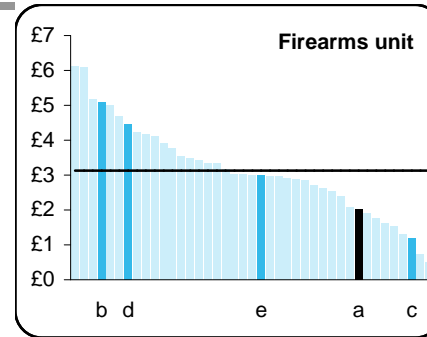
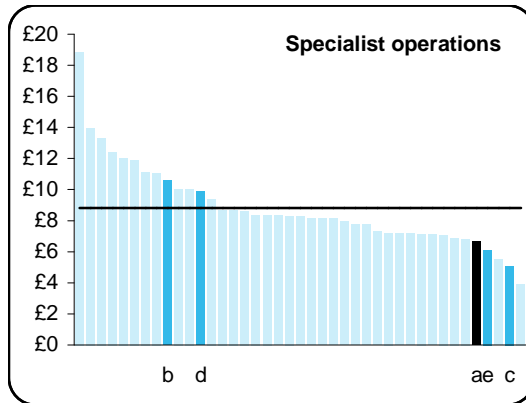
	per 100 charges		Avg
Criminal justice FTE	104	1.6	1.2
Criminal justice cost	£3.1m	£48k	£34k

Diff
27
£0.9m

Source: POA estimates 2011/12

SPECIALIST OPERATIONS

Objectives – cost per head of population by function



Population 698k

	Averages			
	£m	£/head	All	Group
Firearms unit	1.4	2.0	3.1	3.1
Dogs section	1.1	1.5	1.4	1.3
Lev 1 adv public order	1.8	2.6	1.3	0.6
Air operations	0.0	0.0	1.0	1.3
Civil contingencies	0.2	0.3	0.7	0.5
Specialist terrain	0.0	0.0	0.1	0.0
Mounted police	0.0	0.0	0.1	0.0
Airports & ports	0.0	0.0	0.3	0.0
Command team & support	0.2	0.2	0.7	0.7
Total specialist operations	4.7	6.7	8.8	7.7

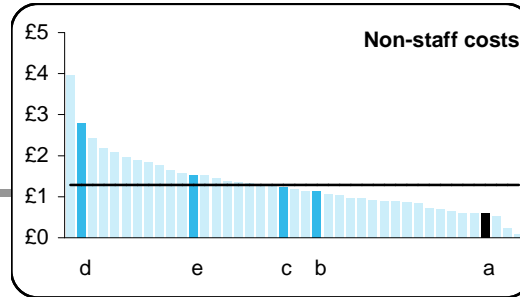
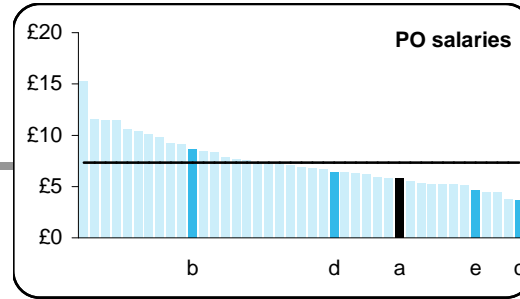
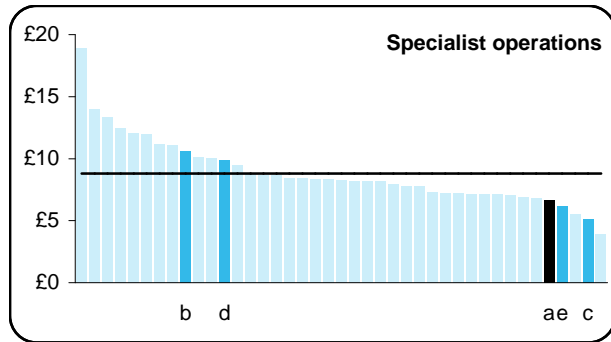
Diff £m		
	All	Group
Firearms unit	-0.8	-0.8
Dogs section	0.0	0.1
Lev 1 adv public order	0.9	1.4
Air operations	-0.7	-0.9
Civil contingencies	-0.2	-0.2
Specialist terrain	-0.1	-0.0
Mounted police	-0.1	0.0
Airports & ports	-0.2	0.0
Command team & support	-0.3	-0.3
Total specialist operations	-1.5	-0.7

% PO	
	Avg
Firearms unit	92%
Dogs section	88%
Lev 1 adv public order	88%
Air operations	na
Civil contingencies	76%
Specialist terrain	na
Mounted police	na
Airports & ports	na
Command team & support	63%
Total specialist operations	88%

Staffing	FTE
Firearms unit	28
Dogs section	21
Lev 1 adv public order	32

SPECIALIST OPERATIONS

Use of resources



Staffing	Averages			
	FTE	FTE/1000	All	Group
Police officers	82	0.12	0.14	0.11
Police Staff	6	0.01	0.02	0.01

Diff fte	
All	Group
-15	8
-7	-2

Expenditure	Averages			
	£m	£/head	All	Group
PO salaries	4.0	5.8	7.3	5.8
PO overtime	0.1	0.1	0.4	0.2
Police staff	0.2	0.2	0.6	0.4
Non-staff costs	0.4	0.6	1.3	1.4
Income	-0.0	-0.1	-0.8	-0.2
Total cost	4.7	6.7	8.8	7.7

Diff £m	
All	Group
-1.1	-0.0
-0.2	-0.0
-0.2	-0.1
-0.5	-0.6
0.5	0.1
-1.5	-0.7

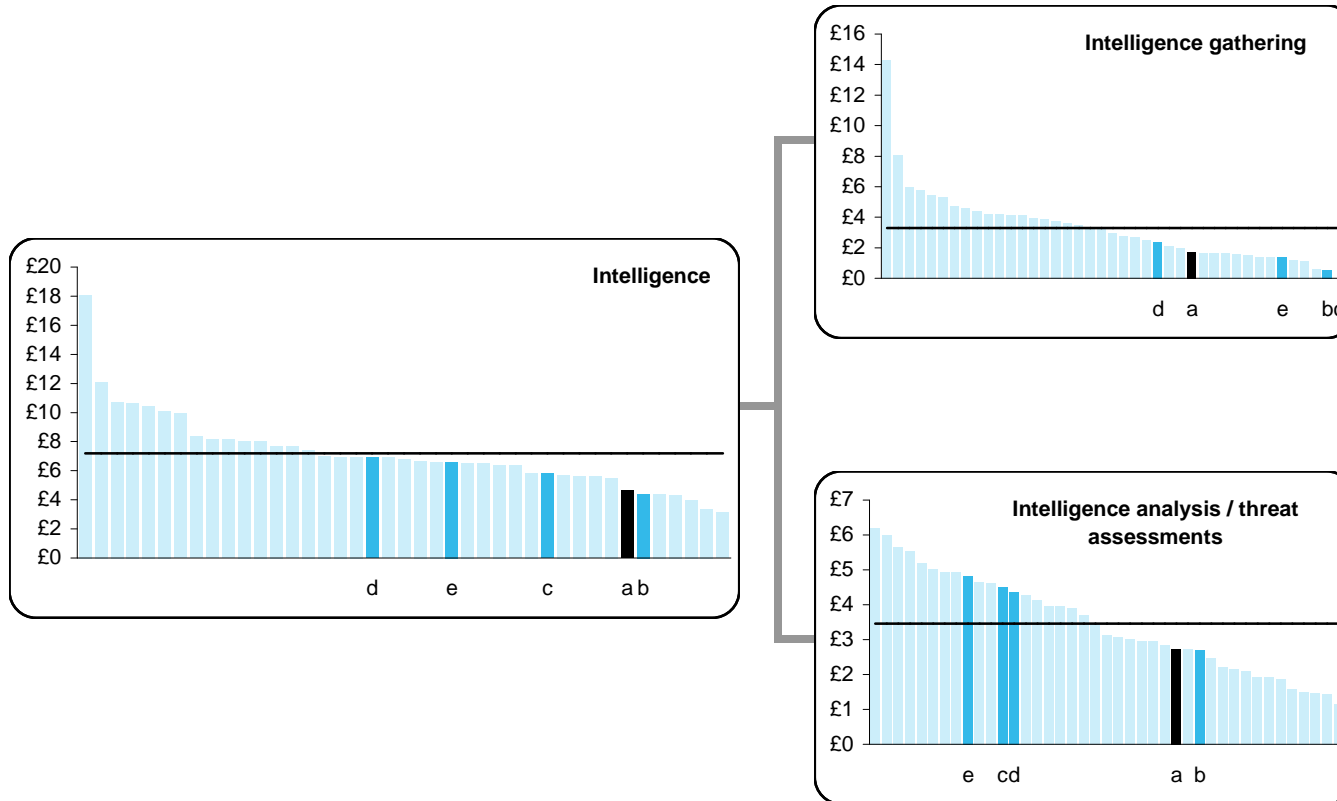
Cost/fte	Averages		
	£/head	All	Group
Police officers	£49k	£53k	£55k
Police Staff	£30k	£31k	£39k

Diff £m	
All	Group
-0.3	-0.5
-0.0	-0.1

Source: POA estimates 2011/12

INTELLIGENCE

Objectives – cost per head of population by function



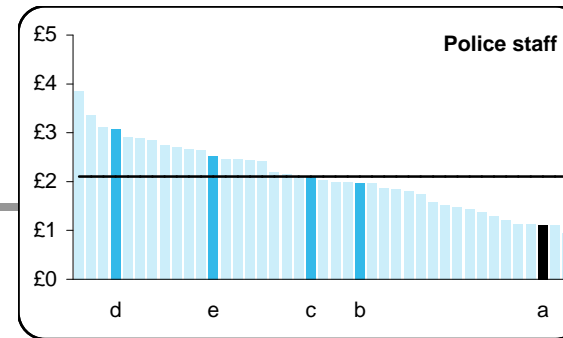
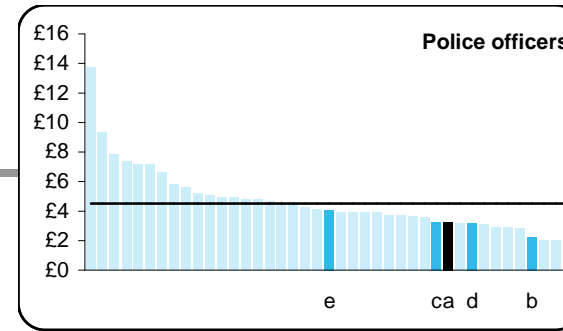
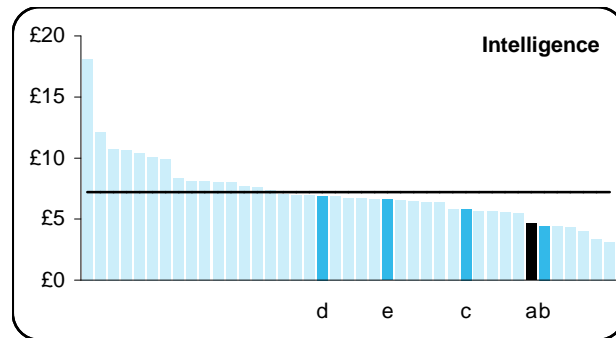
Population 698k

			Averages		Diff £m		% PO Avg	
	£m	£/head	All	Group	All	Group	% PO	Avg
Intelligence gathering	1.2	1.7	3.3	1.2	-1.1	0.4	63%	72%
Intelligence analysis/threat assessments	1.9	2.7	3.5	3.8	-0.5	-0.8	64%	49%
Command team & support	0.2	0.2	0.4	0.7	-0.2	-0.3	95%	66%
Total intelligence	3.2	4.6	7.2	5.7	-1.8	-0.7	65%	62%

Source: POA estimates 2011/12

INTELLIGENCE

Use of resources



Averages					Diff fte	
Staffing	FTE	FTE/1000	All	Group	All	Group
Police officers	53	0.08	0.09	0.06	-9	10
Police staff	24	0.03	0.07	0.07	-23	-24

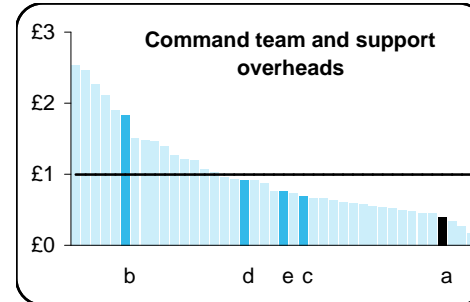
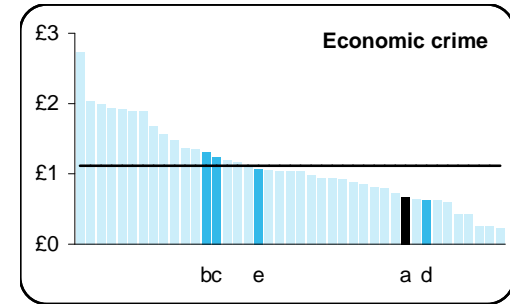
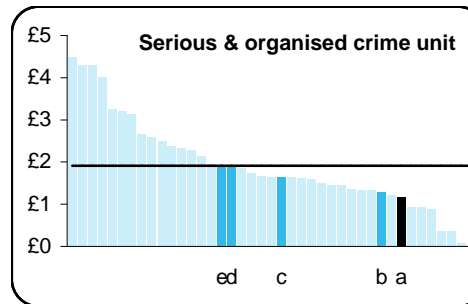
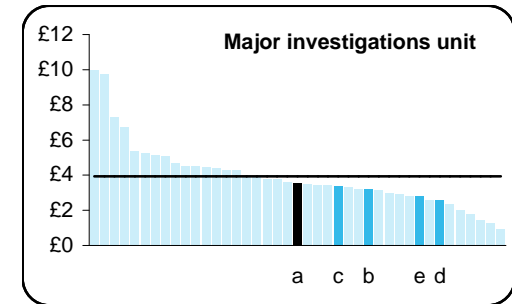
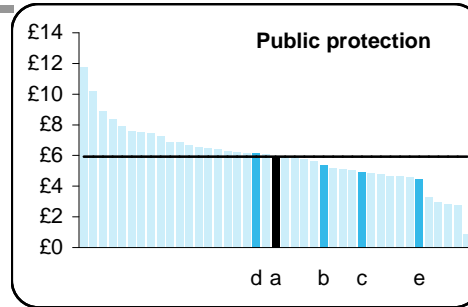
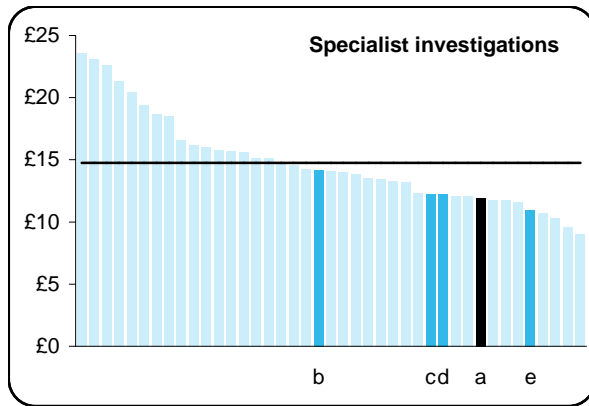
Diff £m				
Expenditure	£m	£/head	All	Group
Police officers	2.3	3.2	4.6	3.2
Police staff	0.8	1.1	2.1	2.2
Non-staff costs	0.5	0.7	0.6	0.4
Income	-0.3	-0.4	-0.1	-0.1
Total cost	3.2	4.6	7.2	5.7

Diff £m				
Cost/fte	All	Group	All	Group
Police officers	£39k	£51k	£51k	£51k
Police staff	£32k	£30k	£31k	£31k

Source: POA estimates 2011/12

SPECIALIST INVESTIGATIONS

Objectives – cost per head of population by function



Population 698k

	Averages		Averages	
	£m	£/head	All	Group
Public protection	4.1	5.89	5.92	5.34
Major investigations unit	2.5	3.51	3.93	3.10
Serious/organised crime unit	0.8	1.16	1.91	1.58
Economic crime	0.5	0.66	1.12	0.99
Specialist investigation units	0.2	0.27	0.90	0.36
Command team & support	0.3	0.40	0.99	0.92
Total	8.3	11.89	14.77	12.29

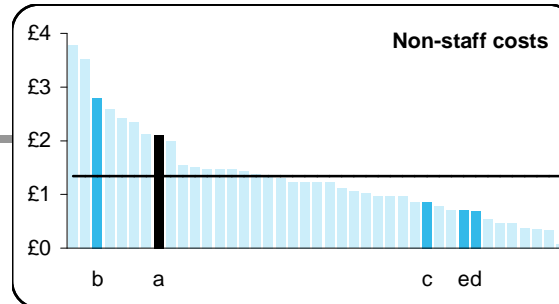
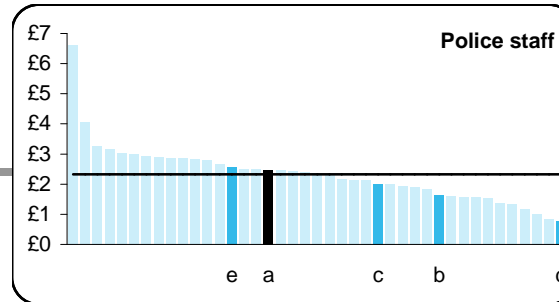
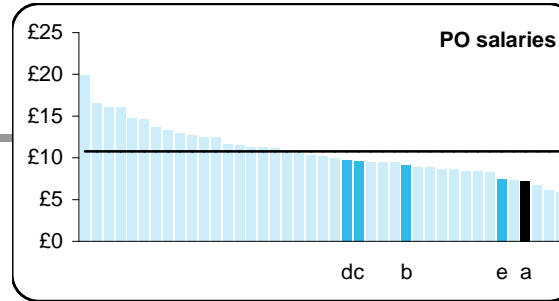
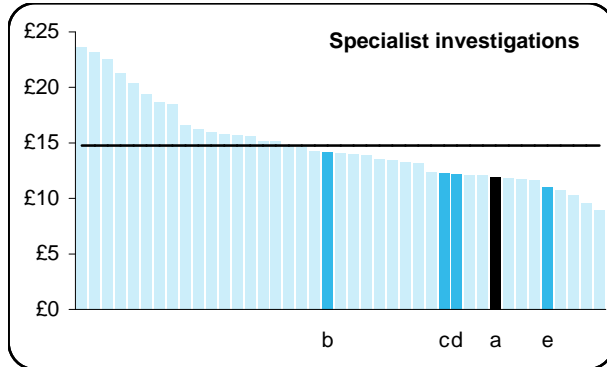
Diff £m	
All	Group
-0.0	0.4
-0.3	0.3
-0.5	-0.3
-0.3	-0.2
-0.4	-0.1
-0.4	-0.4
-2.0	-0.3

% PO	
% PO	Avg
66%	80%
61%	73%
92%	77%
26%	59%
0%	54%
86%	60%
63%	75%

Source: POA estimates 2011/12

SPECIALIST INVESTIGATIONS

Use of resources



Staffing	FTE	FTE/1000	Averages		Diff fte	
			All	Group	All	Group
Police officers	99	0.14	0.20	0.17	-43	-17
Police staff	55	0.08	0.08	0.06	2	10

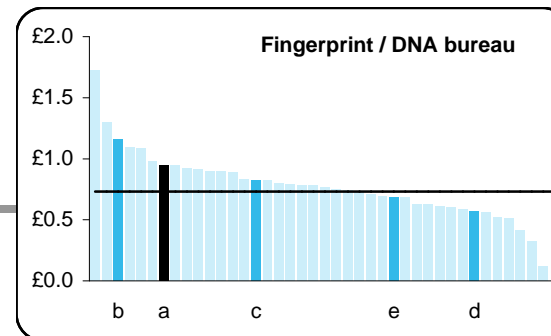
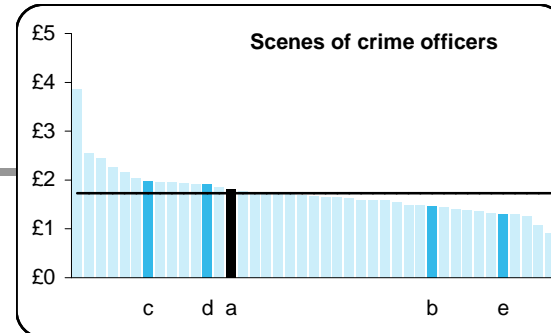
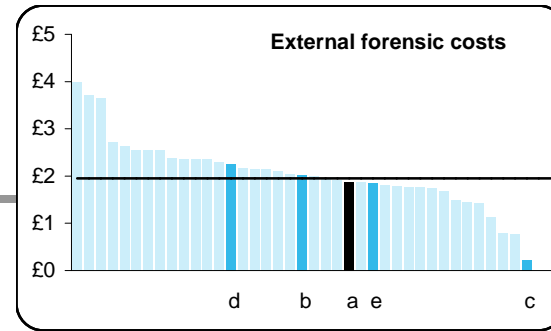
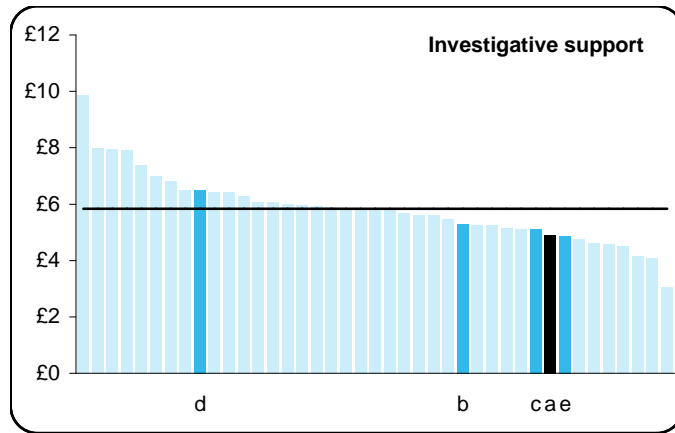
Expenditure	£m	£/head	Averages		Diff £m	
			All	Group	All	Group
PO salaries	5.0	7.2	10.78	8.61	-2.5	-1.0
PO overtime	0.5	0.7	0.68	0.70	0.0	0.0
Police staff	1.7	2.5	2.32	1.88	0.1	0.4
Non-staff costs	1.5	2.1	1.34	1.43	0.5	0.5
Income	-0.4	-0.6	-0.35	-0.32	-0.1	-0.2
Total cost	8.3	11.9	14.77	12.29	-2.0	-0.3

Cost/fte		Averages		Diff £m	
		All	Group	All	Group
Police officers	£51k	£53k	£52k	-0.3	-0.1
Police staff	£31k	£30k	£29k	0.1	0.1

Source: POA estimates 2011/12

INVESTIGATIVE SUPPORT

Objectives – cost per head of population by function



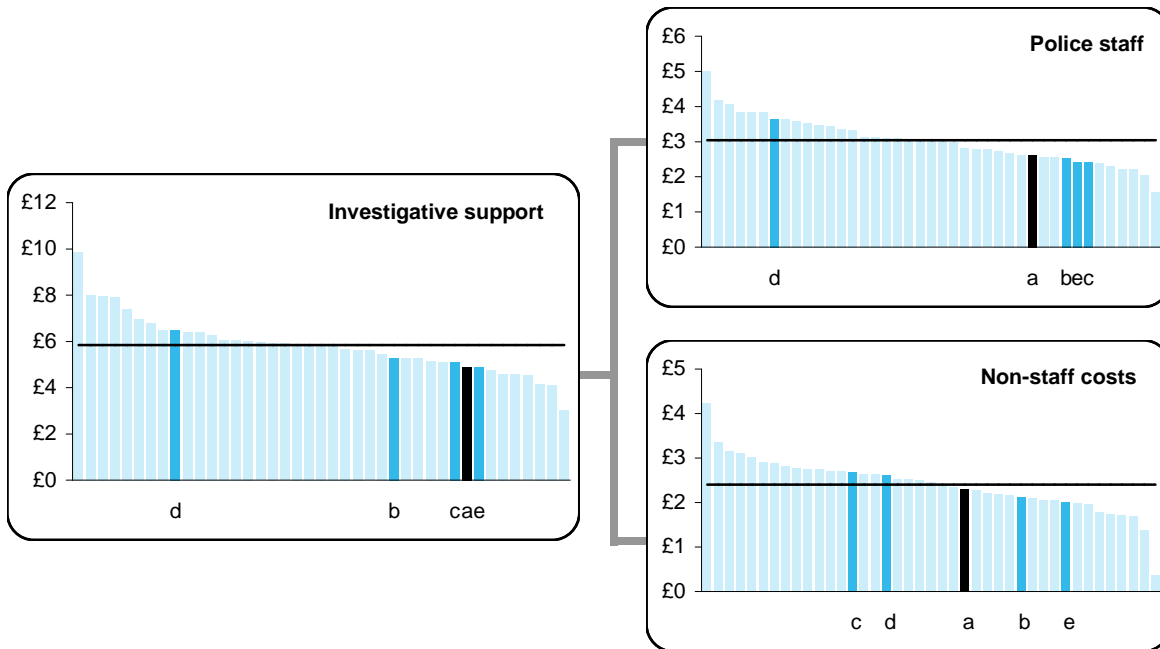
Population 698k

			Averages		Diff £m		% PO Avg	
	£m	£/head	All	Group	All	Group		
External forensic costs	1.3	1.88	1.95	1.64	-0.1	0.2	0%	2%
Scenes of crime officers	1.3	1.81	1.73	1.69	0.1	0.1	0%	6%
Fingerprint/DNA bureau	0.7	0.95	0.73	0.84	0.2	0.1	0%	1%
Photographic image recovery	0.1	0.16	0.31	0.20	-0.1	-0.0	0%	2%
Other forensic services	0.1	0.09	0.91	0.88	-0.6	-0.5	0%	21%
Command team & support	0.0	-	0.21	0.09	-0.1	-0.1	na	8%
Total investigative support	3.4	4.90	5.84	5.33	-0.7	-0.3	0%	7%

HMI Source: POA estimates 2011/12

INVESTIGATIVE SUPPORT

Use of resources



Staffing	FTE	FTE/1000	All	Group
Police officers	-	-	0.01	0.00
Police staff	46	0.07	0.09	0.07

Diff fte

All	Group
-6	-3
-14	-4

Expenditure	£m	£/head	Avg	Avg
PO salaries	0.0	0.0	0.4	0.3
Police staff	1.8	2.6	3.0	2.7
Non-staff costs	1.6	2.3	2.4	2.3
Income	-0.0	-0.0	-0.0	-0.0
Total cost	3.4	4.9	5.8	5.3

Diff £m

All	Group
-0.3	-0.2
-0.3	-0.1
-0.1	-0.0
0.0	0.0
-0.7	-0.3

Cost/fte	Avg	Avg
Police officers	na	£52k £55k
Police staff	£39k	£35k £38k

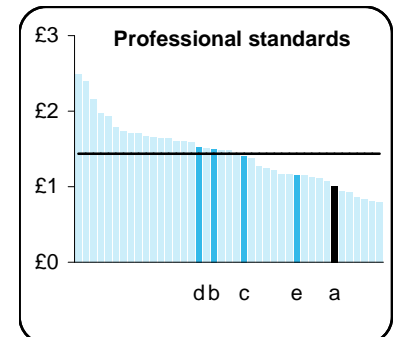
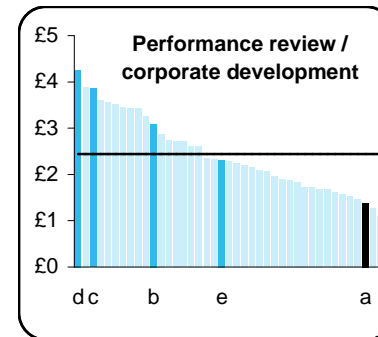
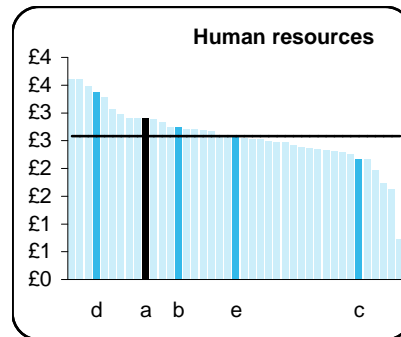
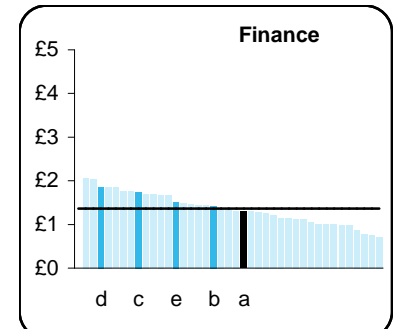
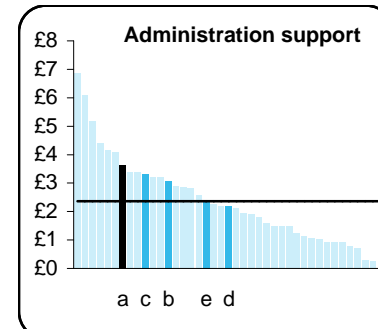
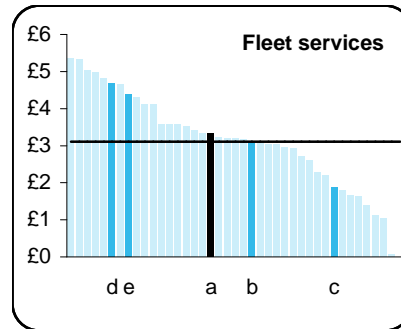
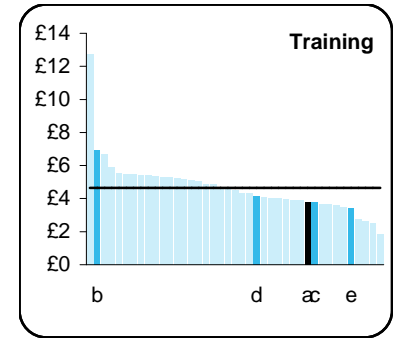
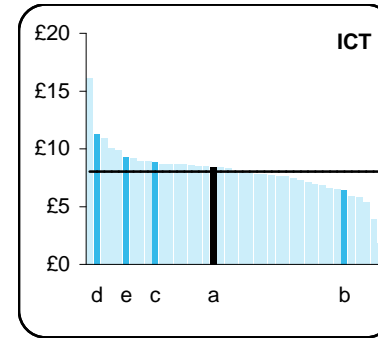
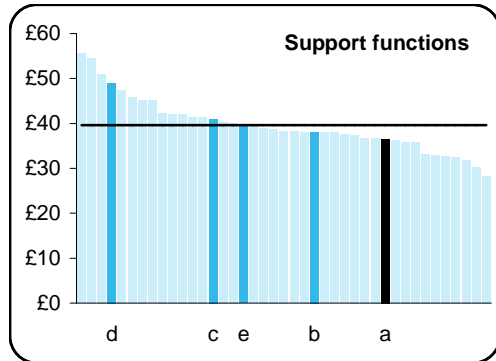
Diff £m

All	Group
0.0	0.0
0.2	0.1

Source: POA estimates 2011/12

SUPPORT FUNCTIONS

Objectives – cost per head of population by function

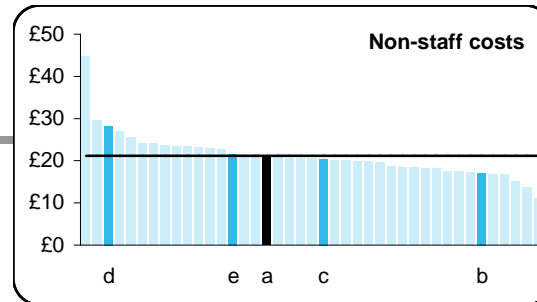
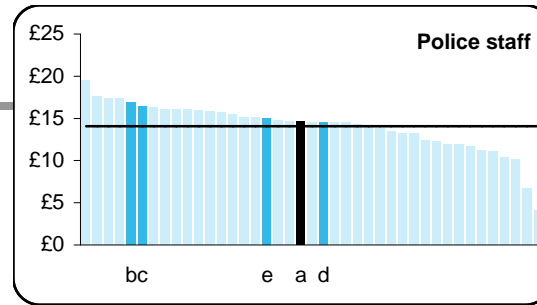
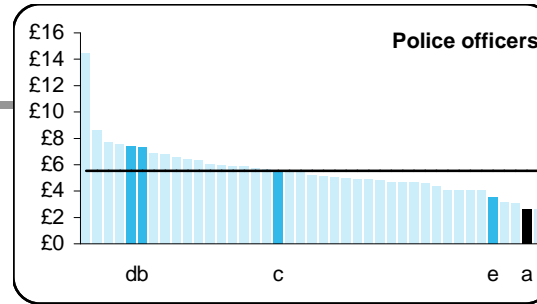
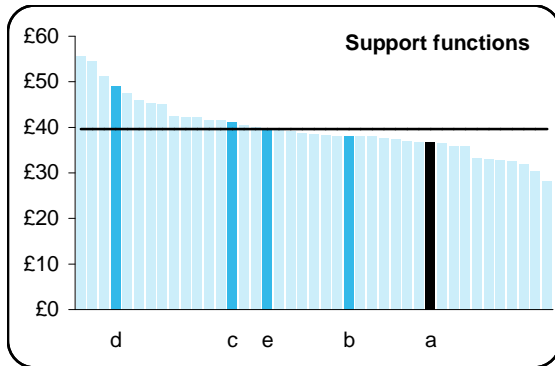


Population 698

	Averages				Diff £m	
	£m	£/head	All	Group	All	Group
Estates/building costs	4.5	6.5	8.4	7.9	-1.3	-0.9
ICT	5.9	8.4	8.0	8.9	0.3	-0.3
Training	2.7	3.8	4.7	4.4	-0.6	-0.4
Fleet services	2.3	3.3	3.1	3.5	0.2	-0.1
Administration support	2.5	3.6	2.4	2.9	0.9	0.5
Finance	0.9	1.3	1.4	1.6	-0.0	-0.2
Human resources	2.0	2.9	2.6	2.7	0.2	0.1
Performance review	1.0	1.4	2.4	3.0	-0.7	-1.1
Professional standard:	0.7	1.0	1.4	1.3	-0.3	-0.2
All other	3.0	4.3	5.3	4.8	-0.6	-0.3
Total	25.6	36.6	39.6	40.9	-2.1	-3.0

Source: POA estimates 2011/12

SUPPORT FUNCTIONS
Use of resources



Averages					Diff fte	
Staffing	FTE	FTE/1000	All	Group	All	Group
Police officers	26	0.04	0.09	0.08	-35	-28
PCSOs	-	-	0.00	0.00	-0	0
Police staff	316	0.45	0.42	0.45	23	5

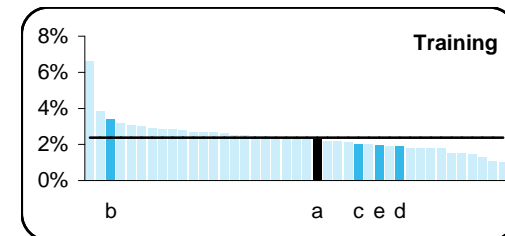
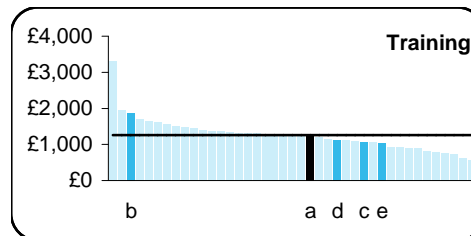
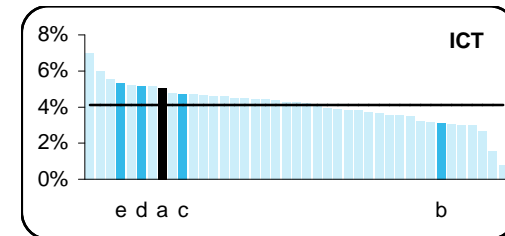
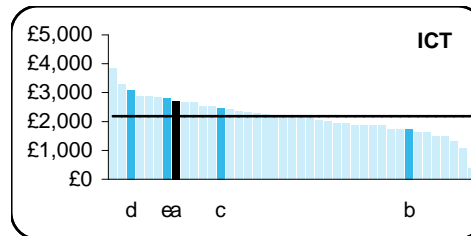
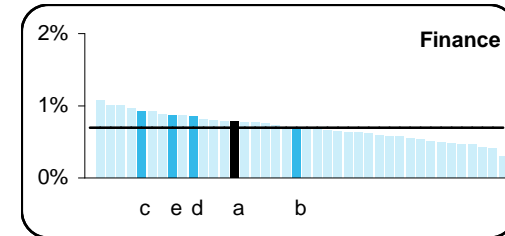
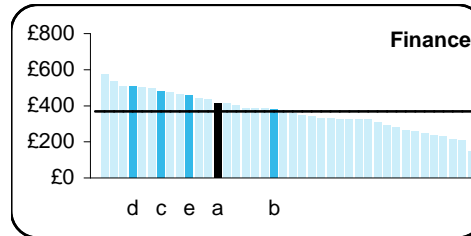
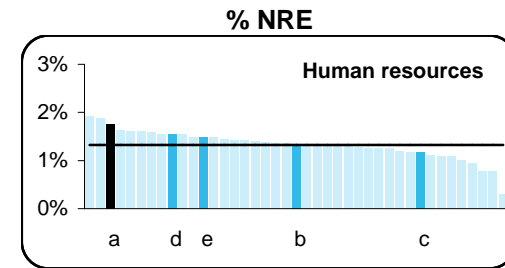
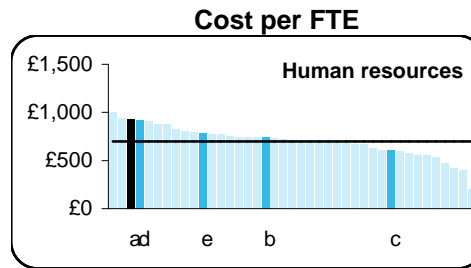
Diff £m				
Expenditure	£m	£/head	All	Group
Police officers	1.9	2.7	5.5	5.3
Police staff	10.2	14.6	14.1	15.5
Non-staff costs	14.7	21.0	21.2	21.7
Income	-1.2	-1.7	-1.1	-1.6
Total cost	25.6	36.6	39.6	40.9

Diff £m			
Cost/fte	All	Group	Diff
Police officers	£69k	£63k	£68k
Police staff	£32k	£33k	£35k

Source: POA estimates 2011/12

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	2,181
Total NRE	£116m

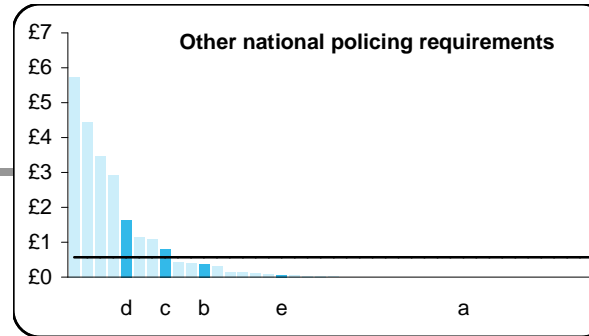
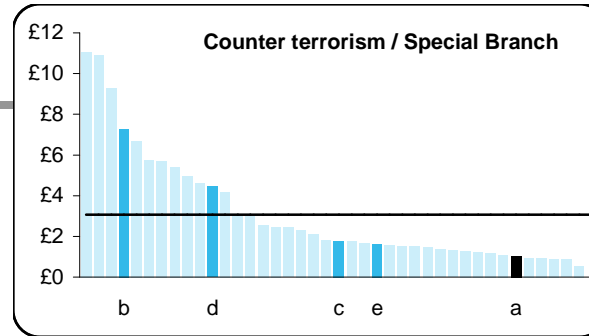
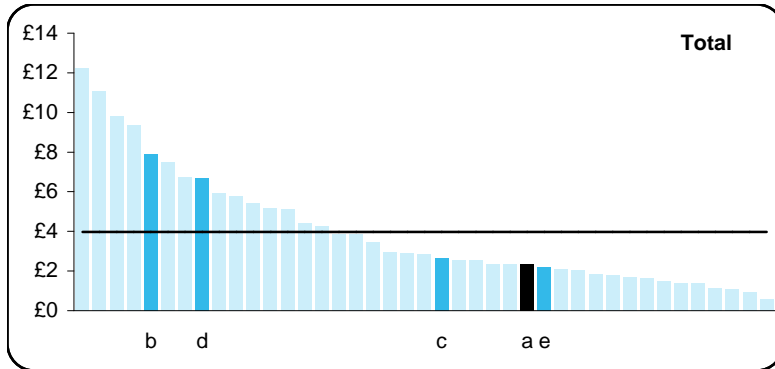
	Cost £m	per FTE	Avg	Diff £m
Human resources	2.02	£927	£698	0.5
Finance	0.91	£416	£368	0.1
ICT	5.87	£2,693	£2,187	1.1
Training	2.65	£1,216	£1,255	-0.1

	% NRE	Avg	Diff £m
Human resources	1.7%	1.3%	0.5
Finance	0.8%	0.7%	0.1
ICT	5.1%	4.1%	1.1
Training	2.3%	2.4%	-0.1

Source: POA estimates 2011/12

NATIONAL POLICING

Objectives – cost per head of population by function



Population 698k

	£m	£/head	Averages		Diff £m	
			All	Group	All	Group
Counter terrorism/special branch	0.7	1.03	3.06	3.23	-1.4	-1.5
Other national policing requirements	0.0	-	0.57	0.58	-0.4	-0.4
Hosting national services	0.0	-	-0.00	0.00	0.0	0.0
Secondments (out of force)	0.0	0.01	0.23	0.15	-0.2	-0.1
ACPO projects / initiatives	0.9	1.27	0.10	0.38	0.8	0.6
Total	1.6	2.31	3.97	4.34	-1.2	-1.4

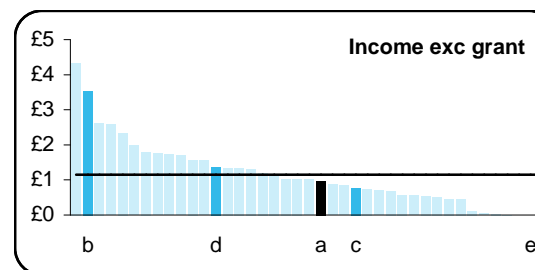
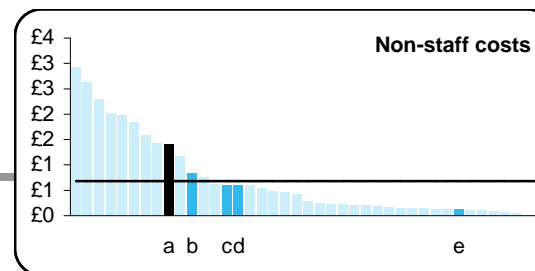
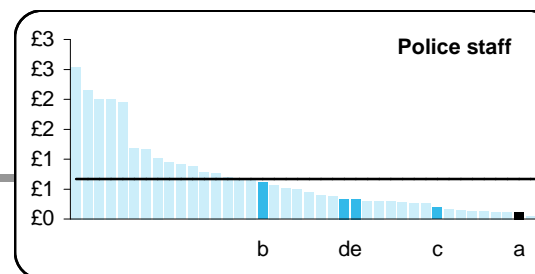
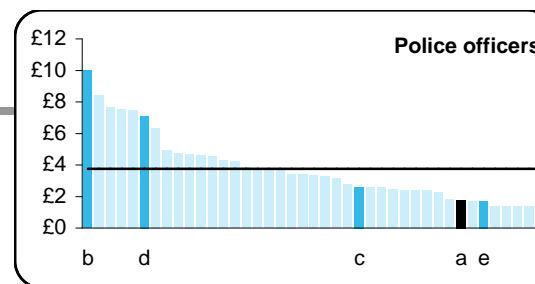
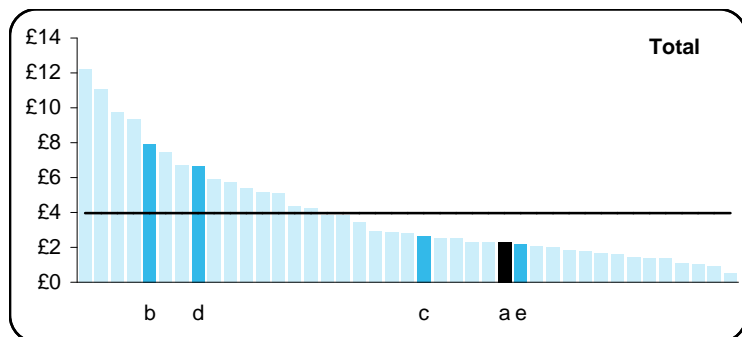
% PO	Avg
83%	78%
na	57%
na	19%
92%	87%
0%	17%
54%	77%

Specific grants	0.3	0.47	2.91	3.29	-1.7	-2.0
Cost net of grants	1.3	1.85	1.05	1.04	0.6	0.6

Source: POA estimates 2011/12

NATIONAL POLICING

Use of resources



Averages					Diff fte	
Staffing	FTE	FTE/1000	All	Group	All	Group
Police officers	12	0.02	0.06	0.07	-27	-10
PCSOs	-	-	0.00	-	-0	0
Police staff	2	0.00	0.02	0.01	-12	8

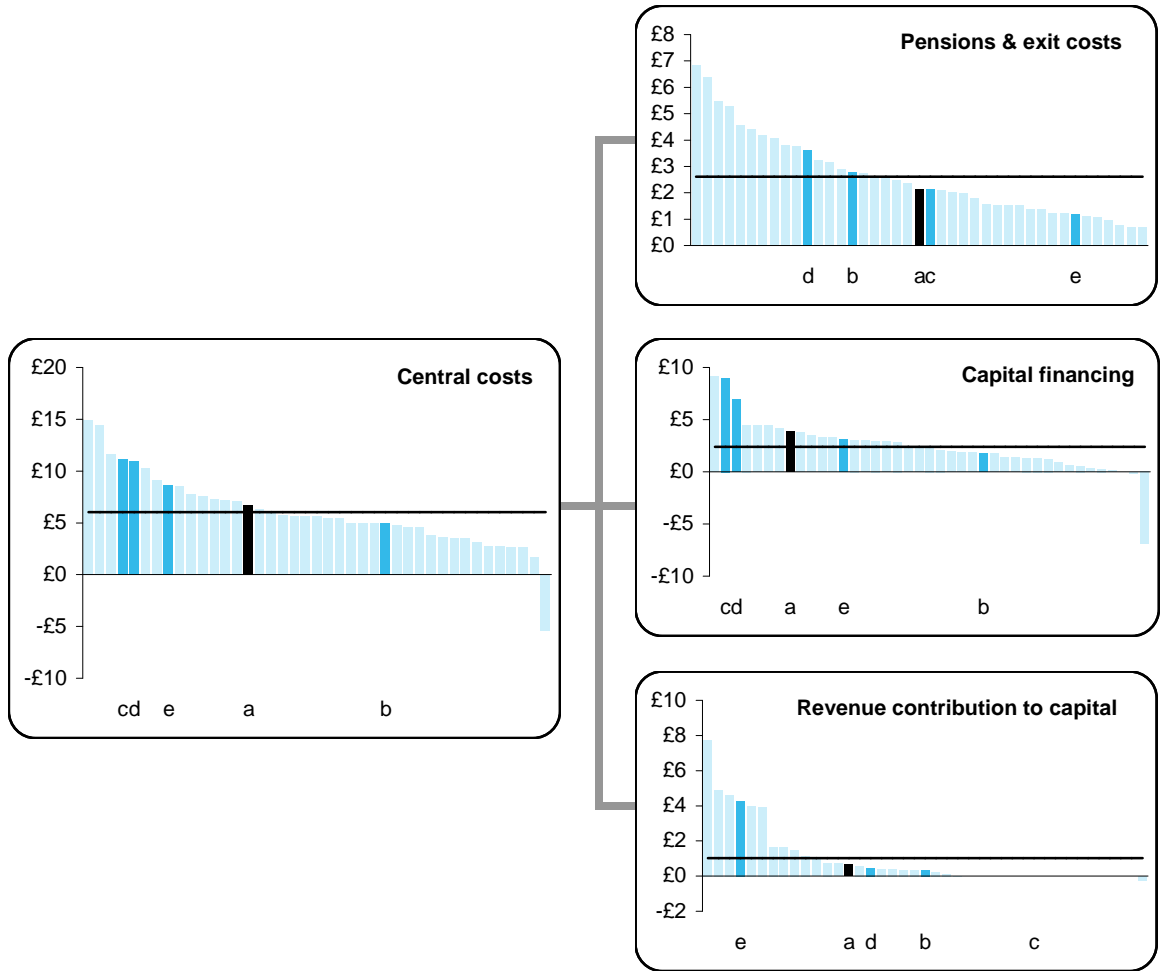
Diff £m				
Expenditure	£m	£/head	All	Group
Police officers	1.2	1.8	3.8	4.6
Police staff	0.1	0.1	0.7	0.3
Non-staff costs	1.0	1.4	0.7	0.7
Income	-0.7	-1.0	-1.1	-1.3
Total cost	1.6	2.3	4.0	4.3

Diff £m				
Specific grants	£m	£/head	All	Group
Specific grants	0.3	0.5	2.9	3.3
Cost net of grants	1.3	1.8	1.1	1.0

Diff £m				
Cost/fte	£m	£/head	All	Group
Police officers	£102k	£65k	£64k	£64k
Police staff	£39k	£33k	£33k	£37k

Source: POA estimates 2011/12

CENTRAL COSTS



Population 698k

	Averages		Diff £m			
	£m	£/head	All	Group		
Pensions & exit costs	1.5	2.13	2.61	2.36	-0.3	-0.2
Capital financing	2.7	3.90	2.40	4.94	1.0	-0.7
Revenue to capital	0.5	0.65	1.01	1.15	-0.3	-0.3
Total central costs	4.7	6.68	6.03	8.45	0.5	-1.2

Source: POA estimates 2011/12

POTENTIAL TO INCREASE FRONTLINE

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

This comparison is done twice:

- 1) Comparing your force to the median percentage (is the % of staff who are police staff/PCSOs in the force with 'middle' performance (i.e. 21 forces have a higher % and 21 forces have a lower %)
- 2) comparing your force to the upper quartile (the % in the force which only a quarter of forces 'do better than' – so represents forces with higher proportions of police staff/PCSOs in these functions)

The number of posts this change represents to your force is also calculated, along with the cost of this difference. This cost of difference is based on the number of posts and the difference between the average (median) cost per office and average (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.

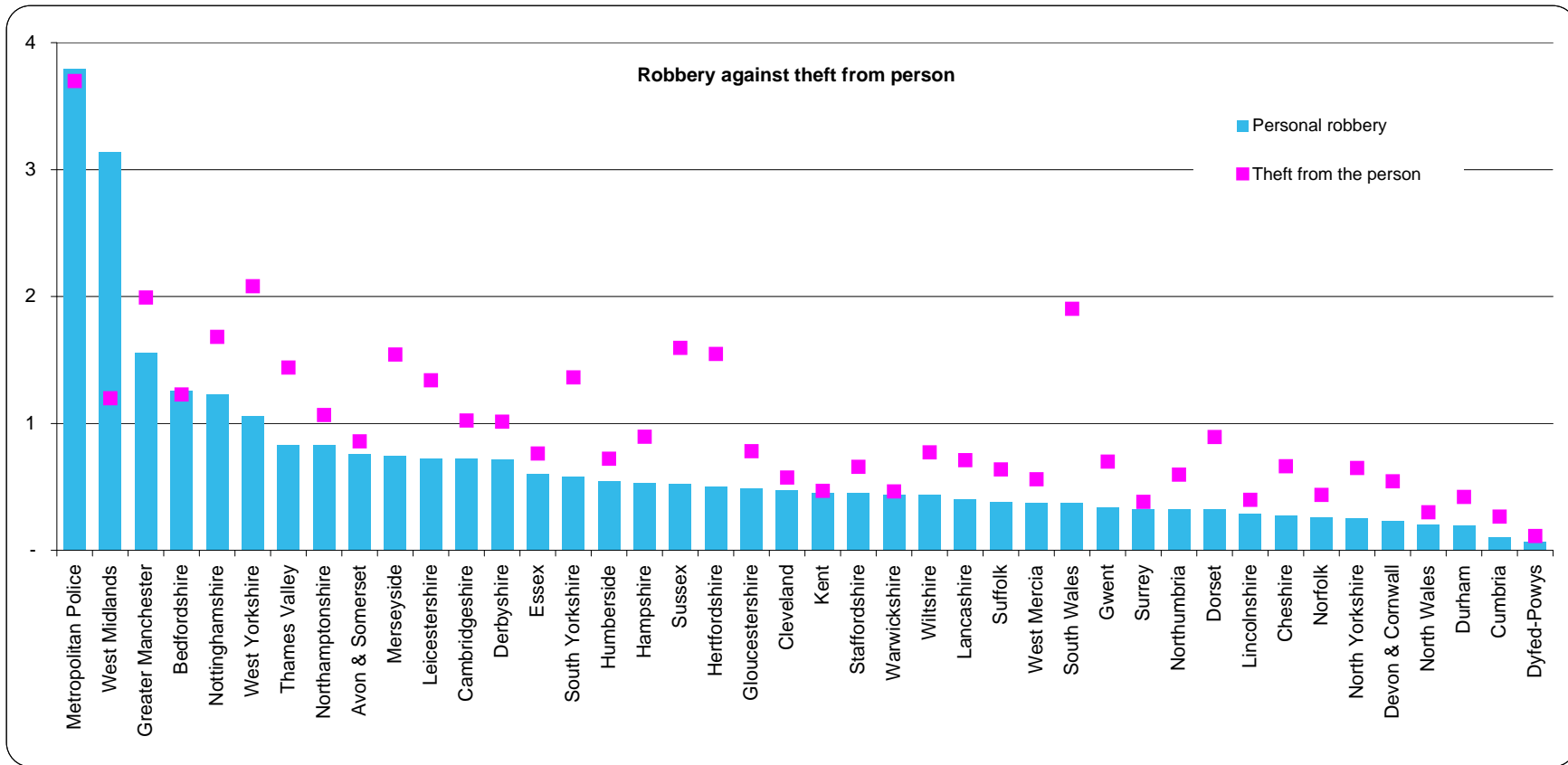
The costs of difference are included for indicative purposes only – in particular they are not 'potential savings' (as it is unlikely that the full differences could be realised).

The analysis focuses on thirteen POA categories where our analysis found significant costs of differences, where cost and staffing data was submitted by all/most forces and where there was some consistency of approach across different 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).

	%Staff/ PCSOs	Difference from median			Difference from UQ			Difference in median pay
		National median %	(no. of posts)	Cost of difference	National UQ %	(no. of posts)	Cost of difference	
Local Call Centres / Front Desk	100%	100%	0	£0k	100%	0	£0k	23,781
Central Communications Unit	96%	88%	0	£0k	93%	0	£0k	25,304
Contact Management Units	0%	99%	3	£63k	100%	3	£64k	21,518
Criminal Justice	94%	92%	0	£0k	96%	3	£76k	26,636
Traffic Units	9%	7%	0	£0k	11%	1	£13k	21,561
Intelligence Analysis / Threat Assessments	36%	61%	8	£178k	73%	14	£319k	23,852
Intelligence Gathering	29%	23%	0	£0k	34%	2	£36k	22,210
Scenes of Crime Officers	100%	100%	0	£0k	100%	0	£0k	18,382
Other Forensic Services	100%	86%	0	£0k	100%	0	£0k	21,957
Human Resources	100%	97%	0	£0k	100%	0	£0k	30,269
Training	73%	44%	0	£0k	54%	0	£0k	19,264
Administration Support	100%	100%	0	£0k	100%	0	£0k	32,665
Grand Total			11	£241k		22	£507k	
Total CoD per population				0.3				0.7

DATA RECORDING
Crimes per 1,000 population



This chart compares crime rates for robbery and theft from person. Forces with low levels of robbery, but relatively high levels of theft from a person, or high levels of robbery, but relatively low levels of other theft from a person should assure themselves that guidance on coding is being properly adhered to.

Appendix 1 - Crime Codes

Violence against the Person

Violence with injury

1	Murder
4.2	Infanticide
4.1	Manslaughter
2	Attempted murder
37.1	Causing death by aggravated vehicle taking
4.1	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

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

Sexual offences

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

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

Stealing

Burglary

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

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

Robbery personal

- 34B Robbery of personal property

Robbery Business

- 34A Robbery of business property

Vehicle crime inc interference

- 37.2 Aggravated vehicle taking
- 48 Theft or unauthorised taking of motor vehicle
- 126 Interfering with a motor vehicle
- 45 Theft from vehicle

Other stealing

- 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
- Shoplifting**
- 46 Shoplifting

Criminal Damage & Arson

- 56
- 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

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

Drugs Offences**Drug Trafficking**

- 92A Trafficking in controlled drugs

Possession or using drugs

- 92C Other drug offences
- 92D Possession of controlled drugs (excl. Cannabis)
- 92E Possession of controlled drugs (Cannabis)
- 92B Historic code Possession of controlled drugs

Crimes disrupted

- 8B Historic code – possession of weapons (needs its own row)
- 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

Other non victim based

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

Excluded - Fraud and forgery

51	Fraud by company director
52	False accounting
53B	Preserved other fraud and repealed fraud offences (pre Fraud Act 2006)
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

continued overleaf

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. Treasury Management
- e. Internal Audit

12) Central Costs

- a. Revenue Contribution to Capital
- b. Capital Financing
- c. Pensions and Exit Costs