

HMIC Value for Money Profiles 2012

Metropolitan Police Service

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** Metropolitan Police
- b** Greater Manchester
- c** West Midlands
- d** West Yorkshire

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Introduction

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

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

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

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

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

Use them as a reference document.

How to use the profiles

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

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

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

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

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

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

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

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

GUIDANCE PAGE - How to read a profile

POLICE OFFICERS

2012/13 estimates £ per head of population

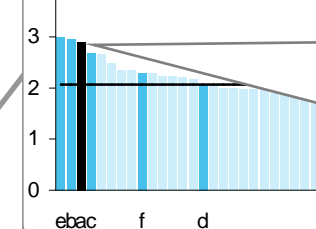
These charts break down police officer costs into salary and overtime costs (OT). Police officer overtime costs are also shown as a percentage of the overall salary costs.

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

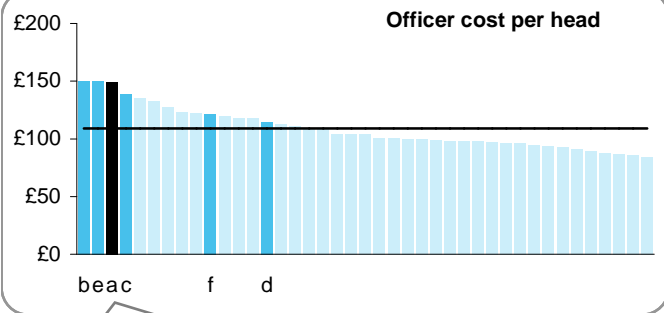
are also presented. Home Office published FTE in at 31st March 2012, and so

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

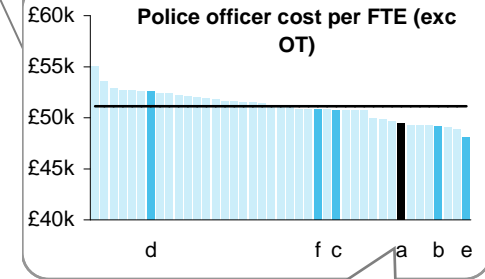
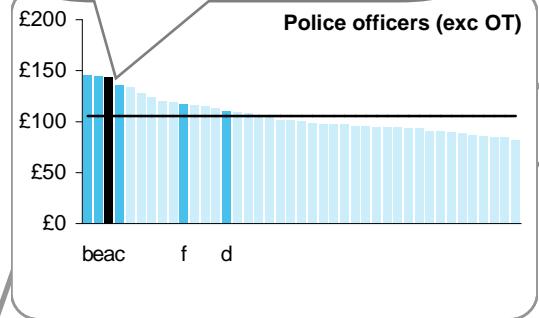
Police officer FTE per 1,000



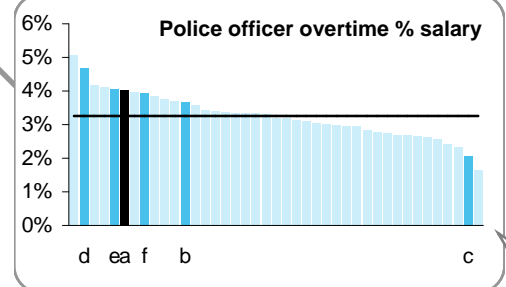
6. The force has more officers per pop than national average and the 3rd highest nationally, equating to a difference in cost of £111.2m (see table).



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



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



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

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

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

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

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

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

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

Source: POA Statistics 2012/13 estimates and ADR502

Data quality

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

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

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

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

Validity of comparisons

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

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

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

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

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

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

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

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

New data sets

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

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

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

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

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

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

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

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

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

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

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

Common queries

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

A final word...

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

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

Section One – Workforce and Costs

INTRODUCTION

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

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

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

Local policing workforce by function

The POA data is initially divided into twelve groups:

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

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

Key to the data and calculations

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

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

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

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

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

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

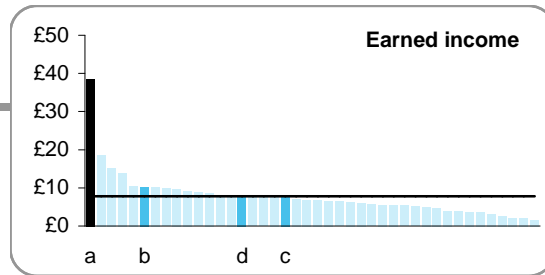
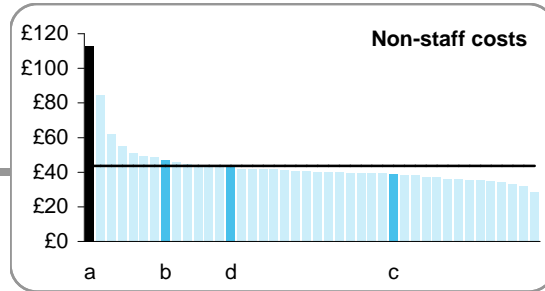
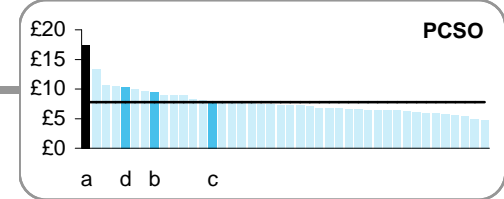
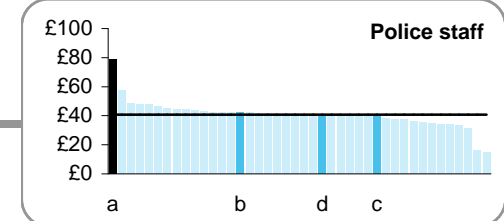
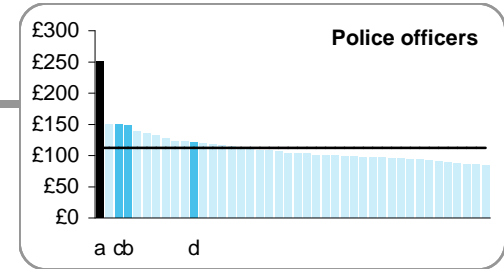
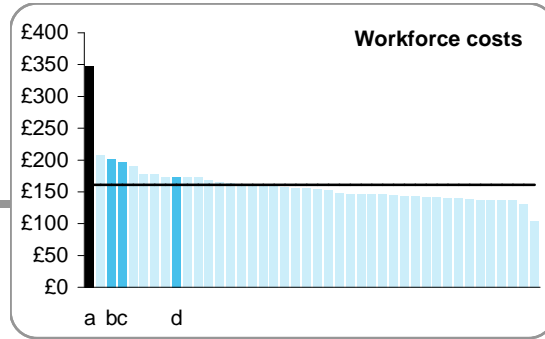
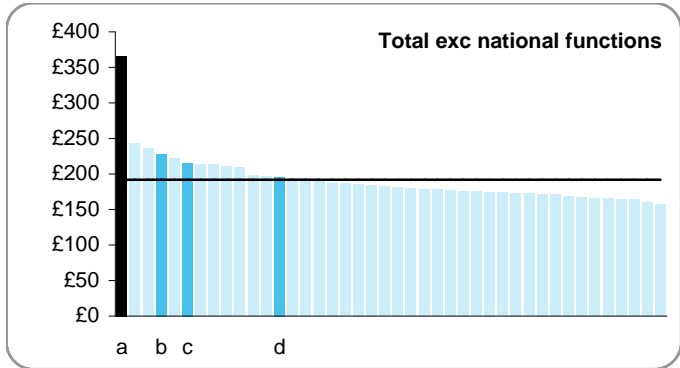
How to use this section

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

EXPENDITURE

2012/13 estimates £ per head of population

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



Population 7,814k

	£m	£/head	Avg	Diff. £m
Police officers	1,969.3	252	113	1,090.2 <<
Police staff	614.9	79	41	296.1 <<
PCSOs	136.1	17	8	75.2 <<
Workforce	2,720.3	348	161	1,461.5 <<
Non-staff costs	882.5	113	44	541.8 <<
Earned income	-301.0	-39	-8	-240.0 <<
Net revenue exp.	3,301.9	423	197	1,763.3 <<
Total exc national	2,862.2	366	192	1,362.5 <<

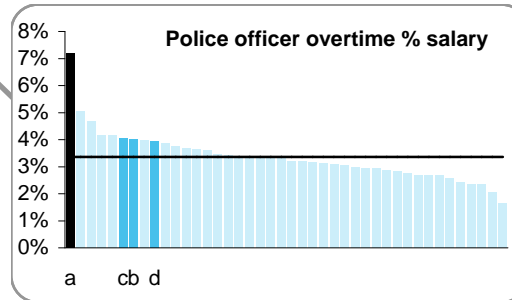
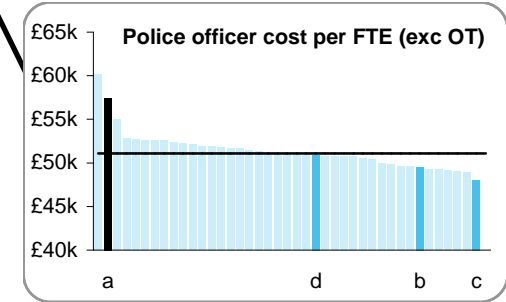
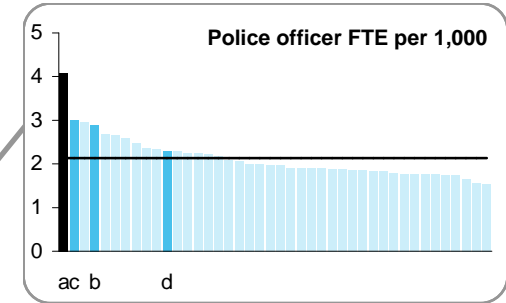
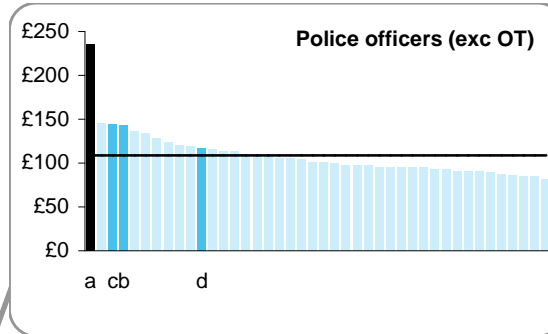
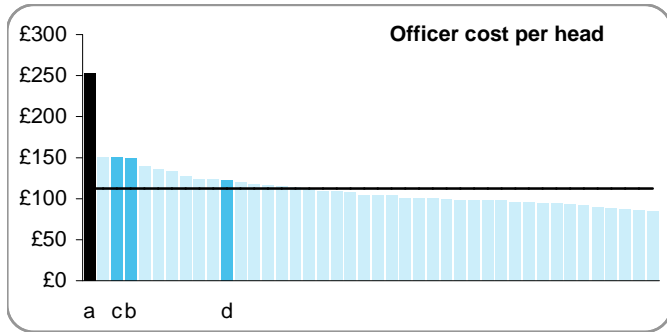
Source: POA estimates 2012/13

POLICE OFFICERS

2012/13 estimates £ per head of population

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

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



	£m	£/head	Avg	Diff. £m
Police officers (exc. OT)	1,836.9	235.1	108.7	987.4 <<
Police overtime	132.4	16.9	3.8	102.9 <<
Total	1969.3	252.0	112.5	1,090.2 <<

PO overtime % salary	% sal	Avg	Diff. £m
National functions	2.9%	0.2%	48.8 <<
Other	4.3%	3.1%	21.9 <<
Total	7.2%	3.4%	70.7 <<

	Avg	Diff. £m
FTE/1,000	4.09 2.13	782.3 <<
£000/FTE	£57.5k £51.1k	204.3 <<

Budgeted FTE 2012/13 (POA)	31,957
FTE Mar 12 (ADR502)	32,140

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

Source: POA Statistics 2012/13 estimates and ADR502

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

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

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

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

POLICE STAFF

£m	£/head	Avg	Diff. £m
615	78.7	40.8	296.1 <<

	Avg	Diff. £m	
FTE/1,000	1.86	1.27	148.1 <<
£000/FTE	42.4k	32.3k	146.7 <<

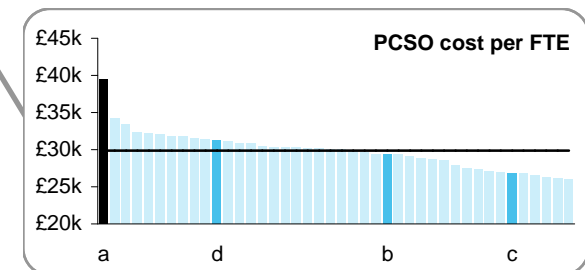
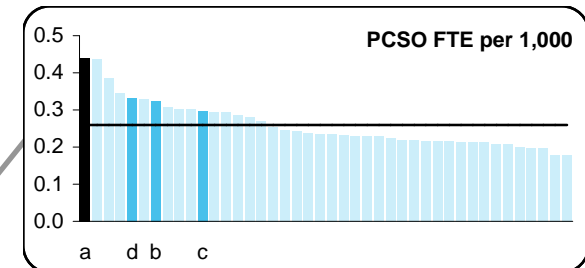
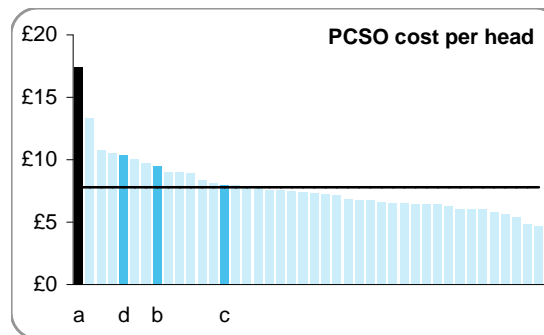
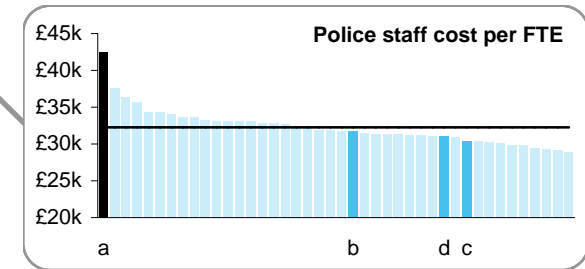
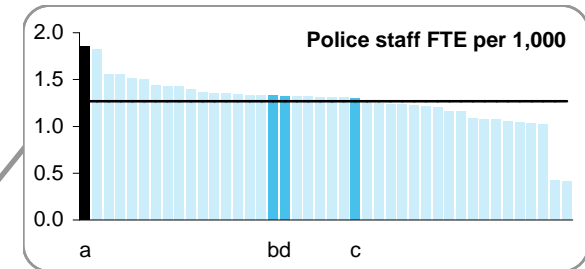
Budgeted FTE 2012/13 (POA)	14,513 <<
FTE Mar 12 (ADR502)	12,751

PCSOs

£m	£/head	Avg	Diff. £m
136.1	17.4	7.8	75.2 <<

	Avg	Diff. £m	
FTE/1,000	0.44	0.26	42.3 <<
£000/FTE	£39.5k	£29.9k	33.3 <<

Budgeted FTE 2012/13 (POA)	3,444 <<
FTE Mar 12 (ADR502)	2,760

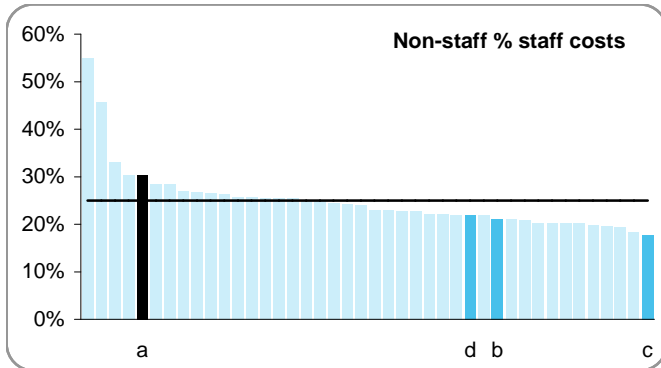


Source: POA Statistics 2012/13 estimates and ADR502

Metropolitan Police

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

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



Staff costs £2,720m

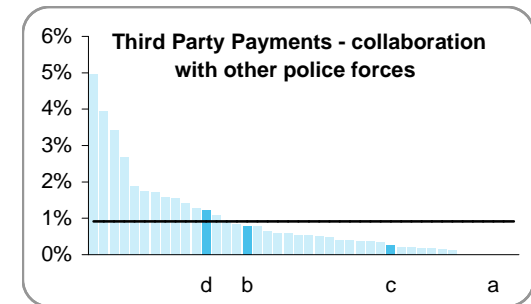
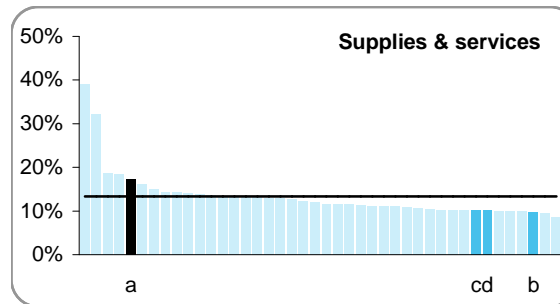
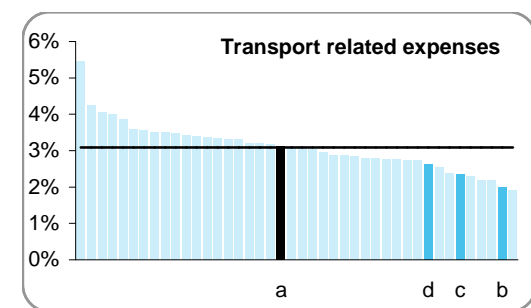
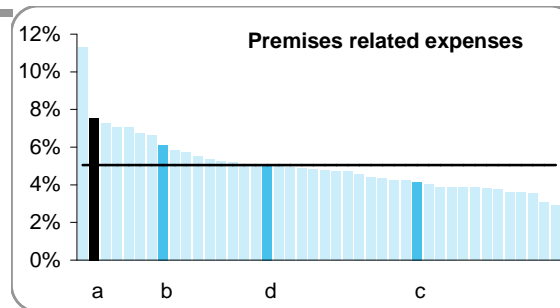
	£m	% staff	Avg	Diff. £m
Supplies & services*	470.1	17.3%	13.3%	106.92
Premises	205.4	7.6%	5.0%	68.28 <<
Transport	85.2	3.1%	3.1%	1.06
Collaboration payments	0.0	0.0%	0.9%	-24.96
Other employee exps**	64.5	2.4%	2.6%	-5.01
Non-staff costs	825.1	30.3%	25.0%	146.30

Capital financing	57.4	2.1%	2.5%	-9.40
Total	882.5	32.4%	27.4%	136.90

Source: POA estimates 2012/13

* Inc 3rd party payments exc collaboration

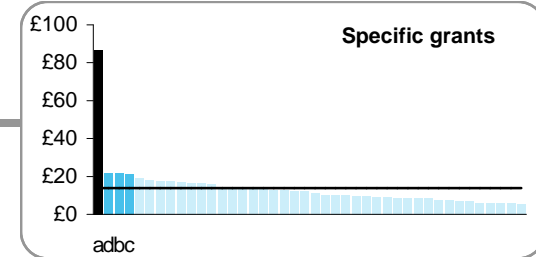
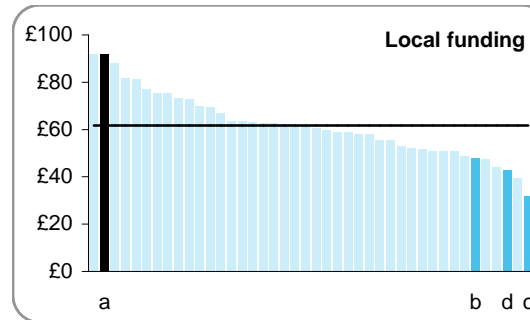
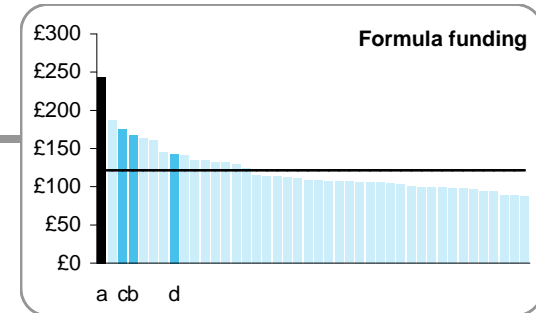
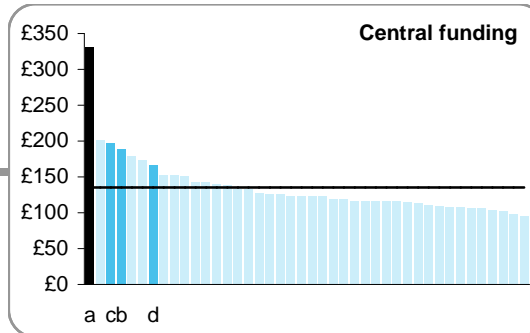
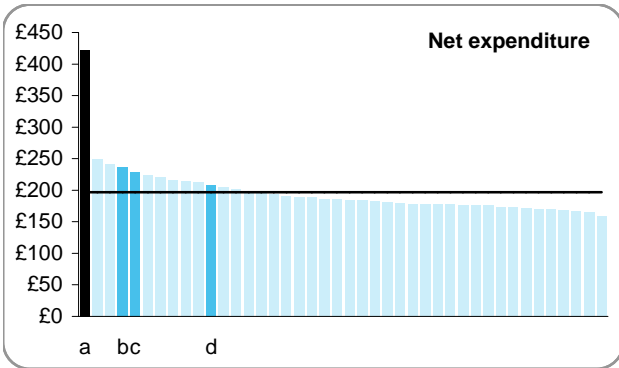
** Inc temporary & agency staff, injury & ill health costs



FINANCING OF EXPENDITURE
2012/13 estimates £ per head of population

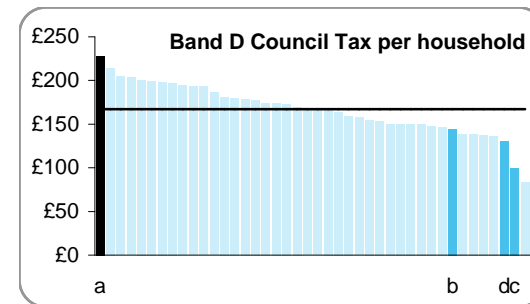
These charts show how the force funds its expenditure broken down into more detail using POA finance data. Central funding is broken down into formula based funding, and government grants, which are not formula based. Local funding is comprised of council tax and use of reserves.

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

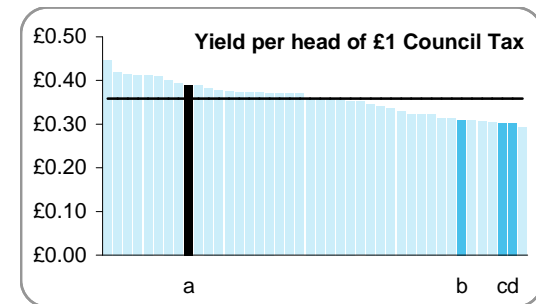


Population 7,814k

	£m	£/head	Avg
Central funding			
Formula funding*	1,906	244	121
Specific grants	678	87	14
Local funding			
Council tax	695	89	60
Reserves (transfers)	23	3	1
Net revenue exp.	3,302	423	197



Band D tax rate	Avg
£228	£167



Council Tax £/head	Yield of £1 CT	Avg
£89	£0.39	£0.36

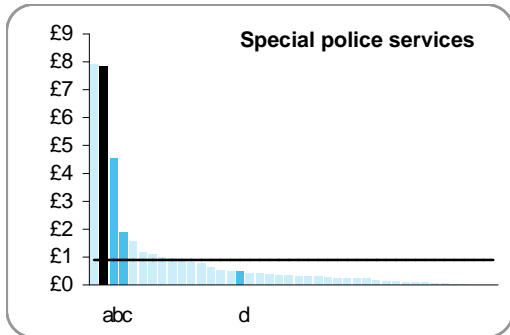
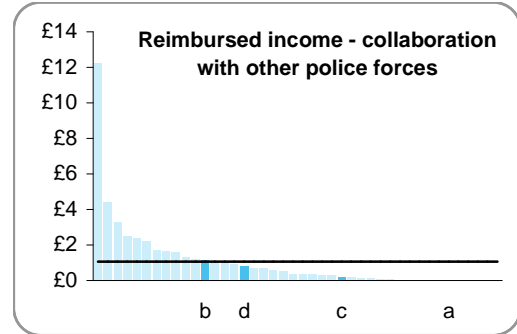
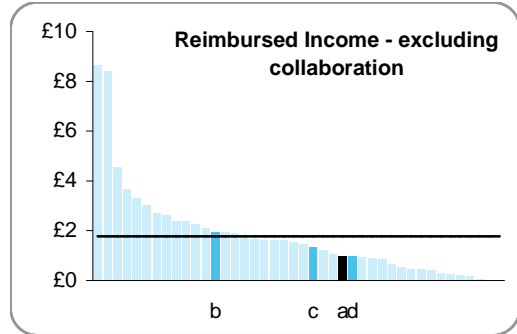
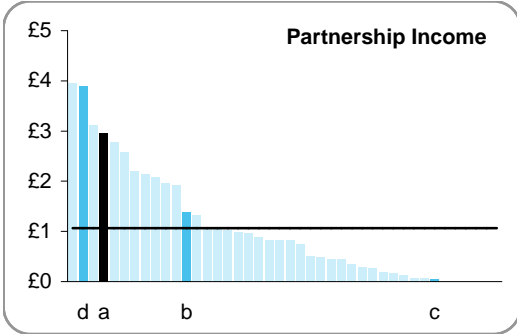
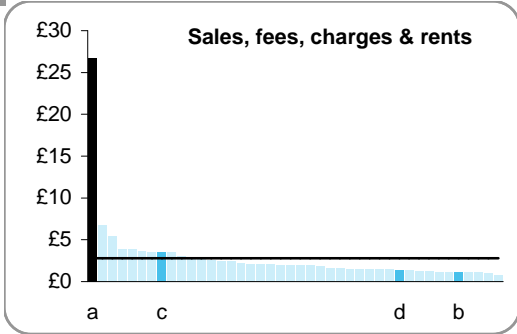
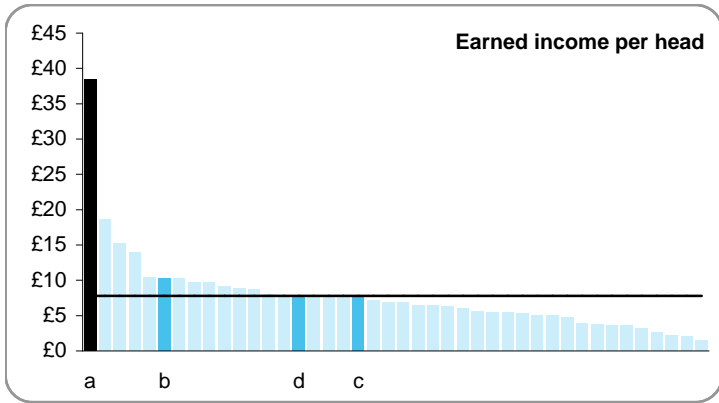
* Sum of Police Grant, Non-Domestic Rates, & Revenue Support Grant

Source: POA estimates 2012/13

EARNED INCOME

2012/13 estimates £ per head of population

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



Population 7,814k

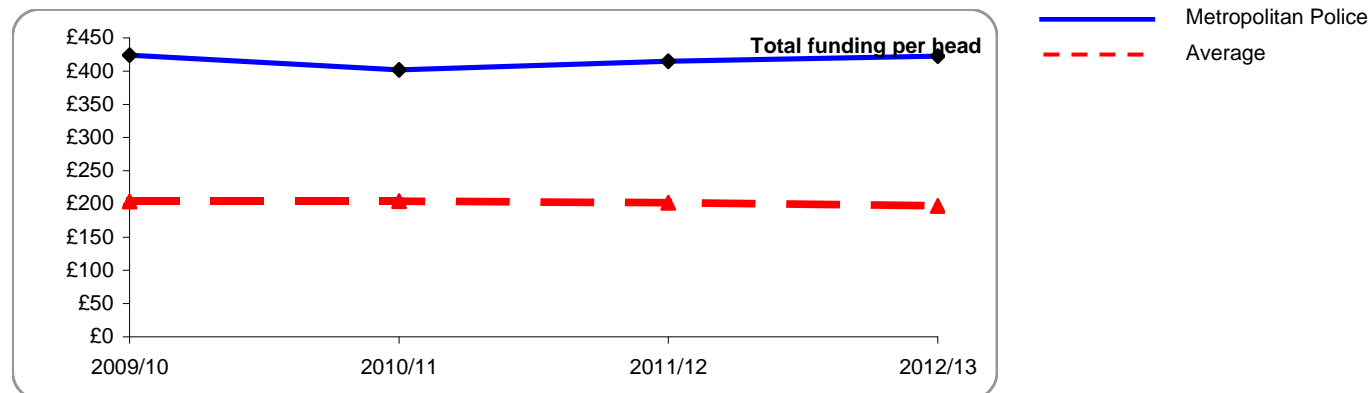
	£m	£/head	Avg	Diff. £m
Sales, fees, charges & rents	208.2	26.6	2.8	186.5 <<
Reimbursed Income				
- Collaboration	0.0	0.0	1.1	-8.2
- Exc collaboration	7.6	1.0	1.8	-6.2
Partnership income	23.1	3.0	1.1	14.8 <<
Special police services	61.2	7.8	0.9	54.2 <<
Interest	0.8	0.1	0.2	-1.0
Total earned income	301.0	38.5	7.8	240.0 <<

Source: POA estimates 2012/13

FUNDING SOURCE TRENDS

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

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



£ per 1000	2009/10	2010/11	2011/12	2012/13	Change
Central gov funding	336.6	320.8	322.2	330.7	-2%
Reserves	2.8	-1.7	4.6	2.9	
Council tax	84.7	82.6	88.0	89.0	5%
Total funding	424.1	401.7	414.7	422.6	0%

Average	2009/10	2010/11	2011/12	2012/13	Change
Central gov funding	147.1	150.0	142.3	135.2	-8%
Reserves	0.4	-3.6	1.3	1.3	
Council tax	56.4	57.8	58.3	60.4	7%
Total funding	203.9	204.3	201.9	196.9	-3%

Band D tax rate	£224	£217	£228	£228
Average	£158	£163	£164	£167

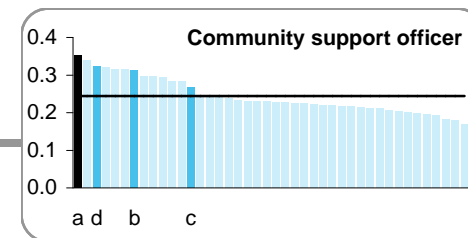
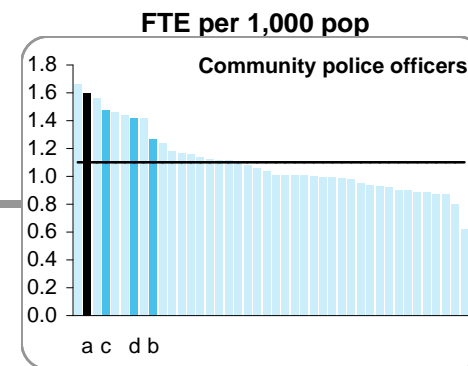
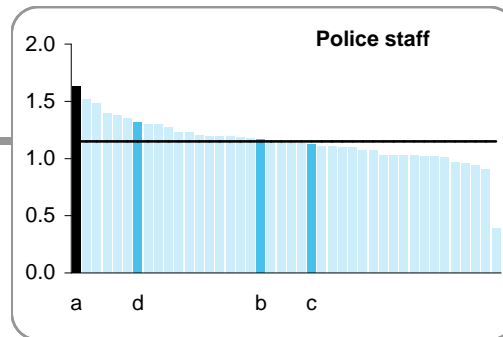
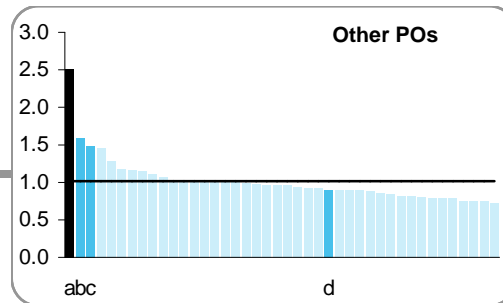
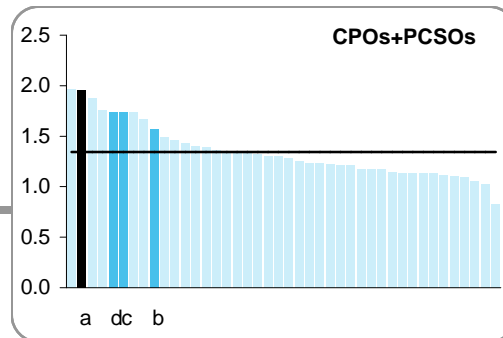
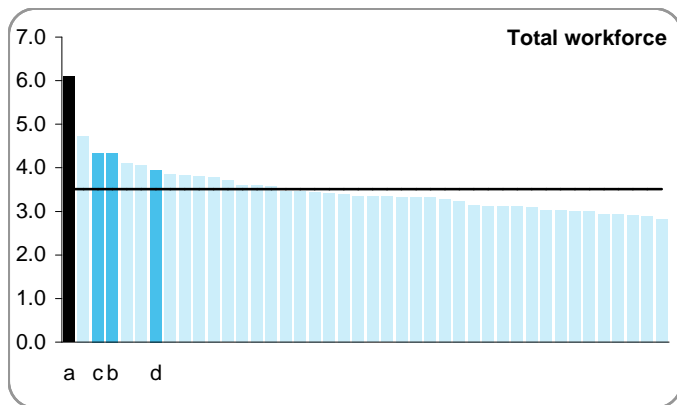
Source: CIPFA statistics; POA Statistics 2012/13 estimates

Metropolitan Police

WORKFORCE - SUMMARY

March 2012

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



Population 7,814k

	FTE	per 1,000	Avg	Diff	% Total	Avg
Community POs	12,491	1.60	1.10	3,895 <<	26%	31%
PCSOs	2,760	0.35	0.24	850 <<	6%	7%
Sub-total	15,251	1.95	1.34	4,745	32%	38%
Other POs	19,649	2.51	1.01	11,721	41%	29%
Police staff	12,751	1.63	1.15	3,761 <<	27%	33%
Total	47,653	6.10	3.51	20,224	100%	100%

Special constables	5,752	0.74	0.33	3,177
Contractors	0	-	0.03	-216

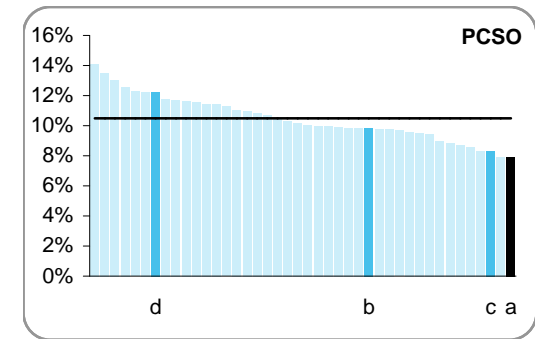
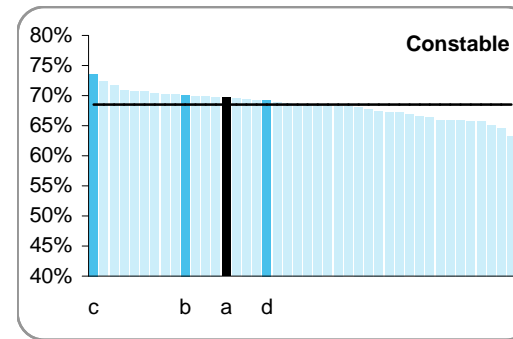
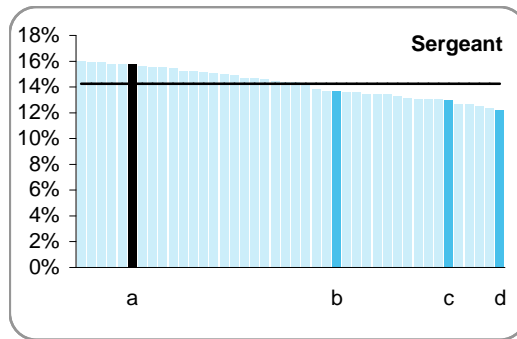
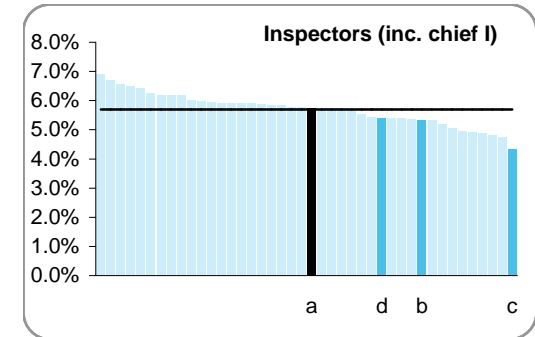
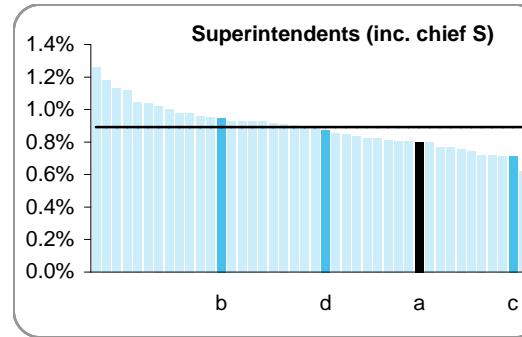
Source: ADR 502 / 601 March 2012

POLICE OFFICERS/PCSOs BY RANK

March 2012 % of FTE

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

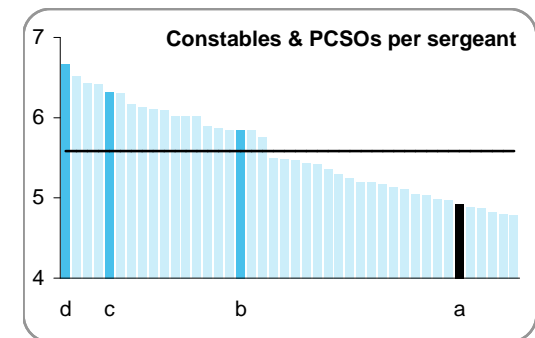
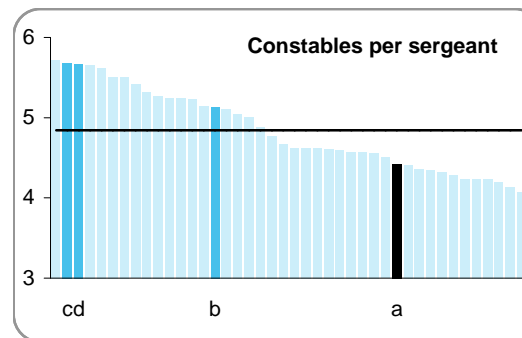
Two further charts show numbers of constables (and PCSOs) per sergeant giving an indication of the supervision requirement for each sergeant.



	FTE	%	Avg
ACPO	35	0.1%	0.2%
Chief superintendent	79	0.2%	0.3%
Superintendent	201	0.6%	0.6%
Chief inspector	362	1.0%	1.2%
Inspector	1,641	4.7%	4.5%
Sergeant	5,494	15.7%	14.3%
Constable	24,328	69.7%	68.5%
PCSO	2,760	7.9%	10.5%
Force total	34,900	100.0%	100.0%

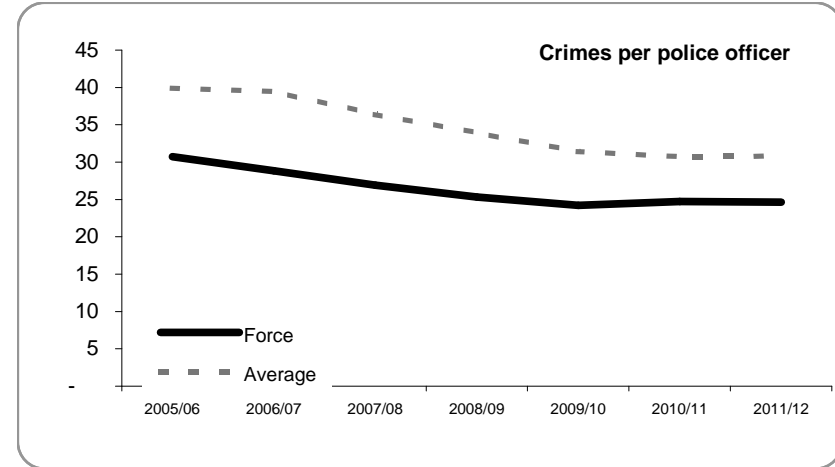
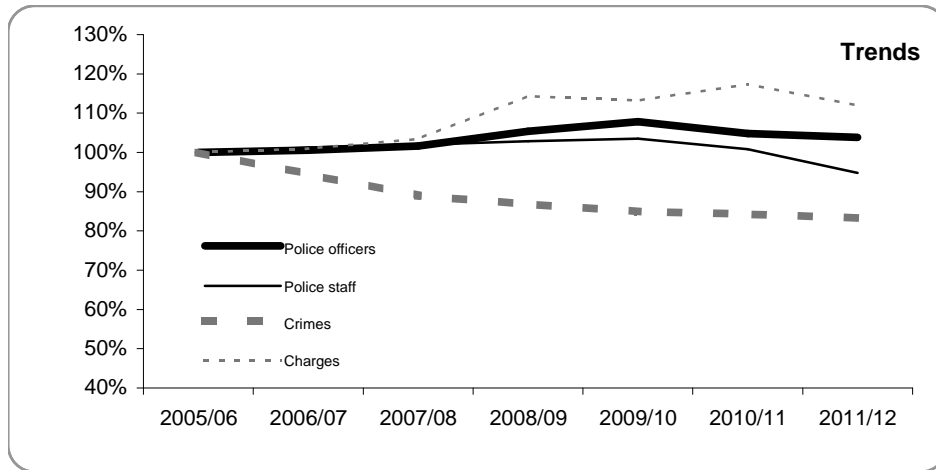
Constables per sergeant	4.4	4.8
Const. & PCSOs per Sergeant	4.9	5.6

Source: ADR 502 March 2012



WORKFORCE & CRIME TRENDS

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

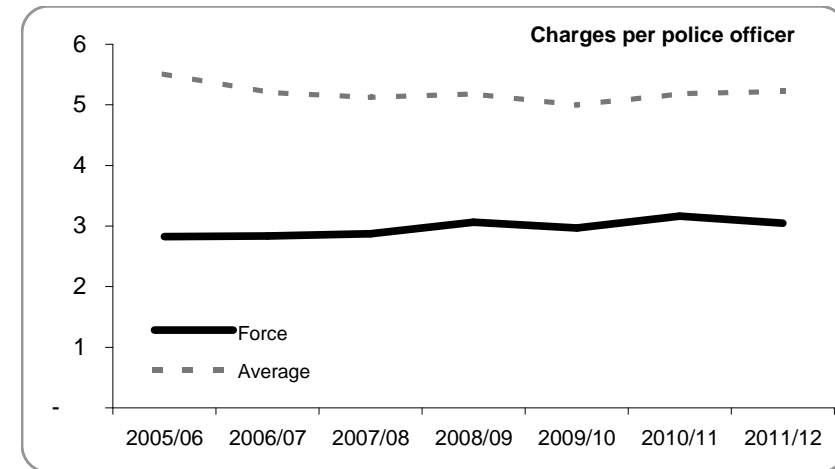


	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Police officers	30,948	31,128	31,460	32,610	33,367	32,441	32,140
Police staff	14,012	14,187	14,286	14,417	14,504	14,127	13,286
All crime ex F&F	951,263	898,321	846,554	825,423	807,969	801,962	792,387
Charges ex F&F	87,417	88,299	90,432	99,948	98,990	102,627	97,916

Crimes/officer	31	29	27	25	24	25	25
National Avg	40	39	36	34	31	31	31

Charges/officer	2.8	2.8	2.9	3.1	3.0	3.2	3.0
National Avg	5.5	5.2	5.1	5.2	5.0	5.2	5.2

% crime victim-based			82.4%	83.3%	84.0%	84.6%	
National Avg			88.0%	87.6%	87.4%	87.5%	



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

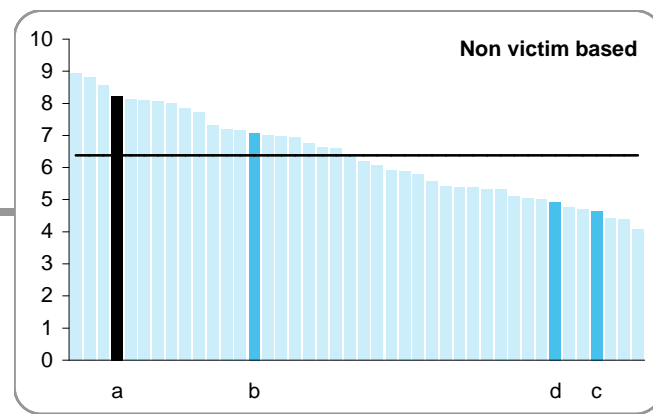
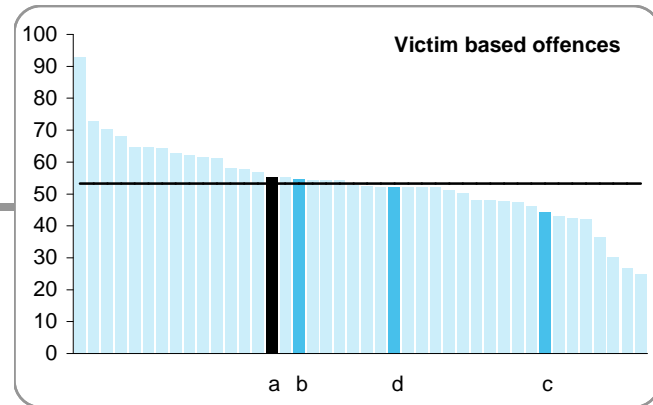
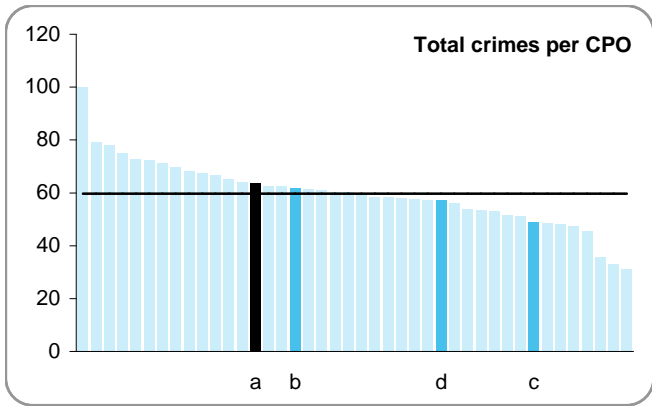
Metropolitan Police

COMMUNITY POLICE OFFICERS AND CRIME

March 2012 workforce, 2011/12 crime

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

Detail on crime can be found in section two.



Community police officers	12,491
Total police officers	32,140

Crime	N	per CPO	Avg	per all PO's	Avg
Victim based	689,478	55	53	21	27
Non victim based	102,909	8	6	3	3
Total exc fraud	792,387	63	60	25	31

Source: ADR 601 March 2012

Source: Home Office Crime Statistics 2011/12

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

Population 7,814k

	Budgeted staff FTE			Staff per head FTE / 1,000 pop			Group average FTE / 1,000 pop			Diff from group FTE			% of total PO+PS	
	PO	PS	Total	PO	PS	Total	PO	PS	Total	PO	PS	Total	Force	Group
Neighbourhood	3,386	1,808	5,194	0.43	0.23	0.66	0.52	0.30	0.82	-692	-513	-1,204	12%	18%
Incident response	5,947	115	6,062	0.76	0.01	0.78	0.63	0.00	0.63	1,037	86	1,124	14%	14%
Local investigation	3,356	18	3,374	0.43	0.00	0.43	0.43	0.02	0.45	7	-111	-104	8%	10%
Other	2,948	2,114	5,062	0.38	0.27	0.65	0.16	0.08	0.24	1,697	1,487	3,184	12%	5%
Local policing	15,637	4,055	19,692	2.00	0.52	2.52	1.74	0.40	2.14	2,050	949	2,999	45%	47%
Dealing with the public	1,038	2,027	3,065	0.13	0.26	0.39	0.10	0.27	0.37	250	-113	137	7%	8%
Road policing	662	291	952	0.08	0.04	0.12	0.10	0.03	0.13	-138	87	-51	2%	3%
Specialist operations	2,206	383	2,590	0.28	0.05	0.33	0.19	0.03	0.22	708	179	887	6%	5%
Intelligence	1,365	504	1,869	0.17	0.06	0.24	0.13	0.07	0.20	344	-52	293	4%	4%
Investigations	4,188	948	5,136	0.54	0.12	0.66	0.38	0.08	0.46	1,242	288	1,530	12%	10%
Investigative support	6	1,088	1,094	0.00	0.14	0.14	0.00	0.10	0.11	-32	273	241	2%	2%
Custody	187	371	558	0.02	0.05	0.07	0.04	0.07	0.11	-119	-193	-312	1%	2%
Other	888	2,235	3,123	0.11	0.29	0.40	0.03	0.18	0.22	621	803	1,424	7%	5%
Criminal justice	1,075	2,606	3,681	0.14	0.33	0.47	0.07	0.26	0.33	502	610	1,113	8%	7%
ICT	8	412	420	0.00	0.05	0.05	0.00	0.05	0.05	3	8	11	1%	1%
Human resources	151	823	974	0.02	0.11	0.12	0.01	0.07	0.08	82	287	369	2%	2%
Training	576	469	1,045	0.07	0.06	0.13	0.05	0.03	0.08	190	199	390	2%	2%
Other	861	2,430	3,292	0.11	0.31	0.42	0.06	0.29	0.35	383	155	537	7%	8%
Support functions	1,596	4,134	5,731	0.20	0.53	0.73	0.12	0.45	0.57	658	649	1,307	13%	12%
Police authority	0	114	114	0.00	0.01	0.01	0.00	0.01	0.01	0	50	50	0%	0%
Central costs	0	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0	0	0	0%	0%
Total exc national	27,772	16,151	43,923	3.55	2.07	5.62	2.84	1.69	4.53	5,584	2,922	8,506	100%	100%
National policing	4,185	1,807	5,991	0.54	0.23	0.77	0.23	0.11	0.34	2,381	974	3,356		
Total	31,957	17,957	49,914	4.09	2.30	6.39	3.07	1.80	4.87	7,966	3,896	11,861		

Source: POA estimates 2012/13

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

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

Population 7,814k

	Budgeted spend £m	Spend per head		Diff from group £m	% of total		% PO *	
		Force	Group		Force	Group	Force	Group
Neighbourhood	244.0	31.2	34.9	-28.5	9%	14%	75%	74%
Incident response	349.1	44.7	32.8	92.4	12%	13%	98%	98%
Local investigation	185.3	23.7	22.7	8.0	6%	9%	100%	97%
Other	162.6	20.8	10.2	82.8	6%	4%	55%	72%
Local policing	941.0	120.4	100.6	154.7	33%	40%	83%	84%
Dealing with the public	156.7	20.1	15.1	38.9	5%	6%	40%	35%
Road policing	49.9	6.4	5.8	4.7	2%	2%	69%	75%
Specialist operations	142.5	18.2	10.9	57.3	5%	4%	84%	84%
Intelligence	119.2	15.3	10.2	39.9	4%	4%	71%	68%
Investigations	307.8	39.4	24.6	116.0	11%	10%	85%	77%
Investigative support	87.9	11.2	7.1	32.4	3%	3%	0%	4%
Custody	37.1	4.7	6.4	-13.2	1%	3%	29%	34%
Other	137.3	17.6	8.5	71.0	5%	3%	36%	15%
Criminal justice	174.4	22.3	14.9	57.9	6%	6%	35%	26%
ICT	188.0	24.1	11.9	95.4	7%	5%	1%	1%
Human resources	88.5	11.3	4.6	52.5	3%	2%	11%	10%
Training	31.0	4.0	3.3	5.4	1%	1%	2%	1%
Other	459.5	58.8	33.0	201.6	16%	13%	15%	17%
Support functions	767.0	98.2	52.7	354.8	27%	21%	11%	13%
Police authority	37.7	4.8	1.8	23.3	1%	1%	0%	0%
Central costs	78.1	10.0	7.8	17.3	3%	3%	0%	0%
Total exc national	2862.2	366.3	251.5	897.1	100%	100%	53%	58%
National policing	439.7	56.3	22.6	263.1				
Total	3301.9	422.6	274.1	1160.3				

* PO salaries + overtime as
% of gross expenditure

Source: POA estimates 2012/13

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

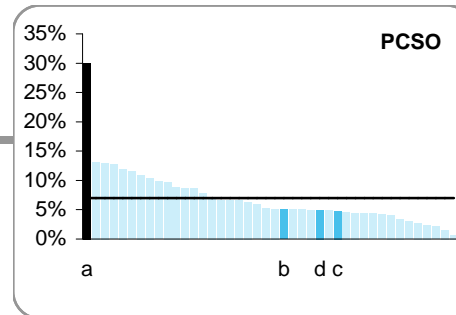
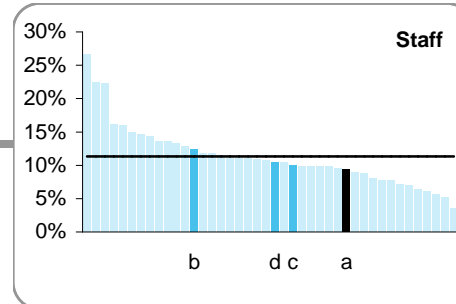
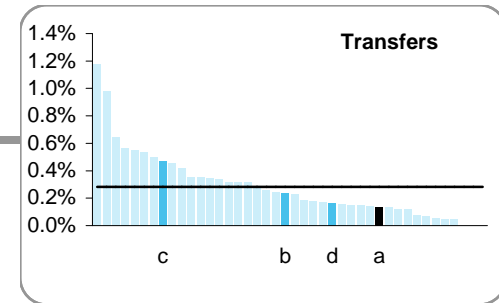
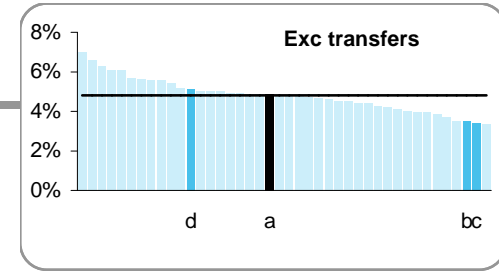
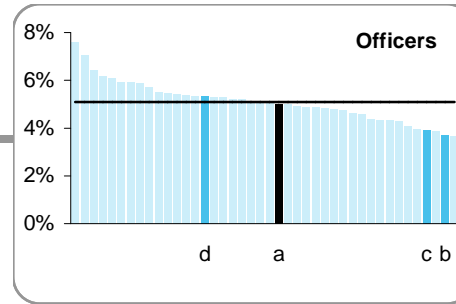
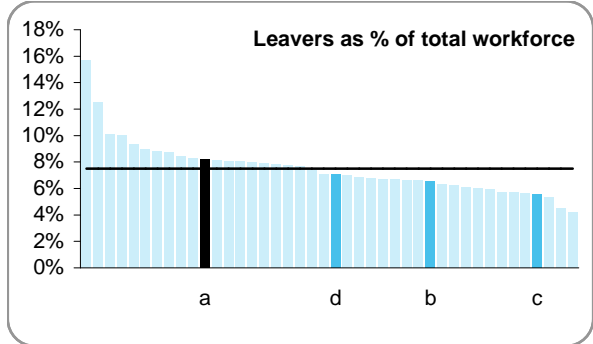
LEAVERS

2011-12

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

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

NB: The leavers figures are FTE.



	Strength *	Leavers	% Force	Avg Salary £m	
Police officers	32,441				
Exc transfers		1,574	4.9%	4.8%	
Transfers		44	0.1%	0.3%	
Leaving force		1,618	5.0%	5.1%	93.0
PCSO	4,009	1,204	30.0%	7.0%	47.6
Police staff	14,127	1,330	9.4%	11.3%	56.4
Force total	50,577	4,152	8.2%	7.5%	196.9

* as at Mar 11

All leavers

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

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

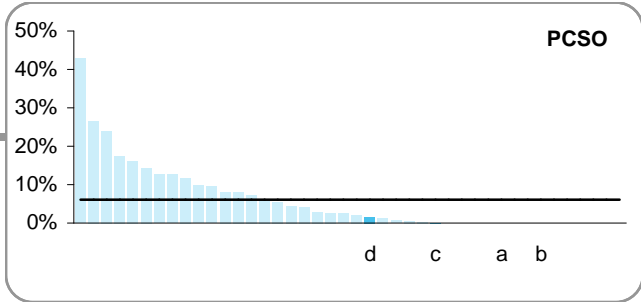
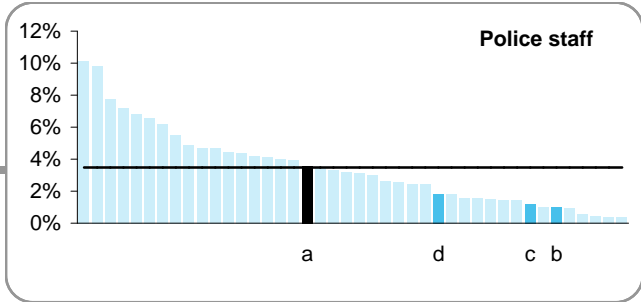
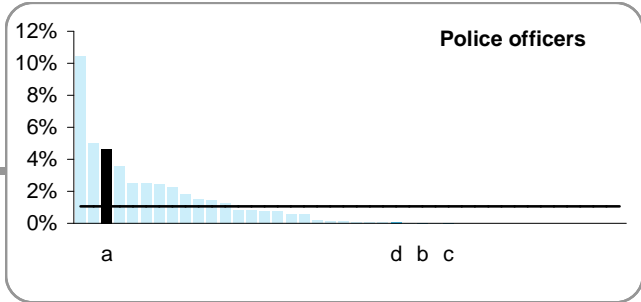
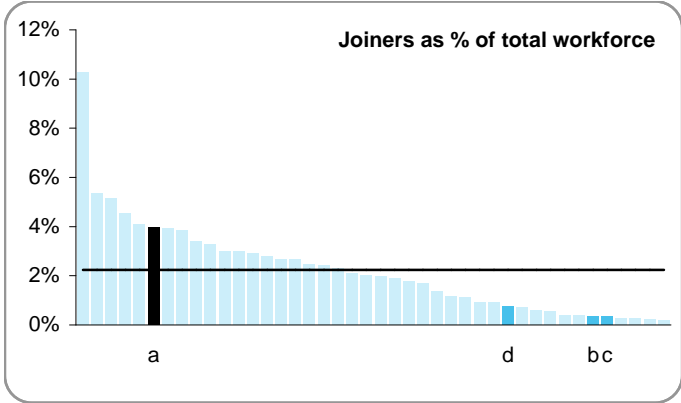
Source: ADR502 (as at 31/03/11)

JOINERS

2011-12

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

NB: The joiners figures are FTE.



	Strength*	Joiners	%	Avg
Police officers	32,441	1,498	4.6%	1.1%
PCSO	4,009	0	0.0%	6.1%
Police staff	14,127	505	3.6%	3.5%
Overall	50,577	2,003	4.0%	2.2%

* as at Mar 11

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

SICKNESS & RECUPERATIVE RESTRICTED

March 2012

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

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

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

	Strength *	FTE	%	Avg
Officers	32,140			
Long term absence		400	1.2%	1.7%
Sickness absence		500	1.6%	2.1%
PCSO	2,760			
Long term absence		48	1.7%	1.7%
Sickness absence		69	2.5%	2.0%
Staff	13,286			
Long term absence		161	1.2%	1.7%
Sickness absence		201	1.5%	2.0%

* as at Mar 12

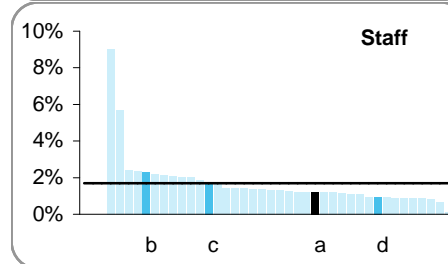
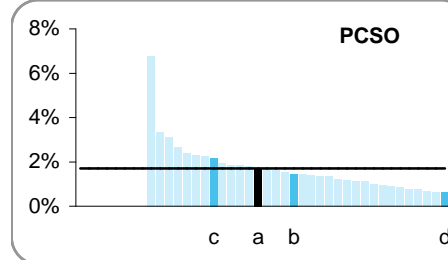
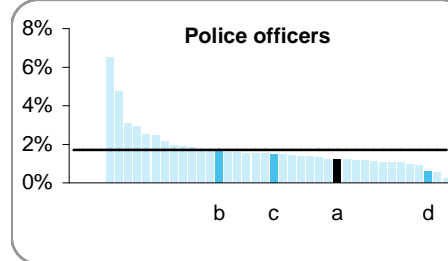
Long term absence: 2010/11-Q4

Officers	32,140			
Recuperative		1,244	3.8%	2.2%
Restricted		1,119	3.4%	4.1%

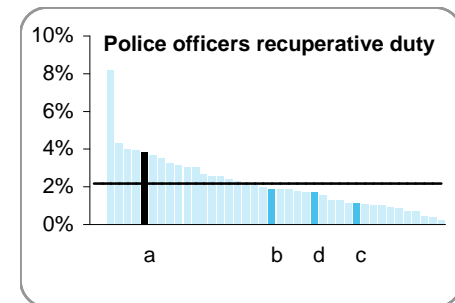
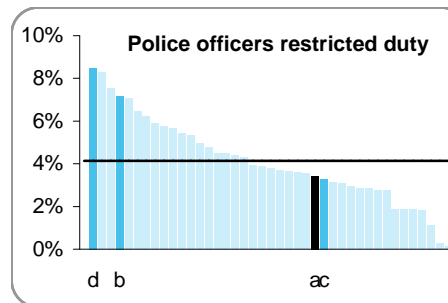
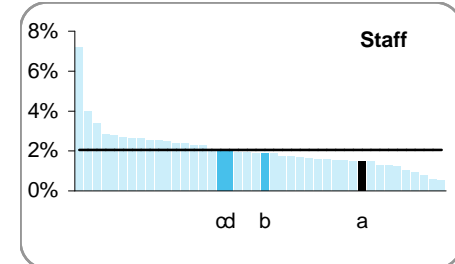
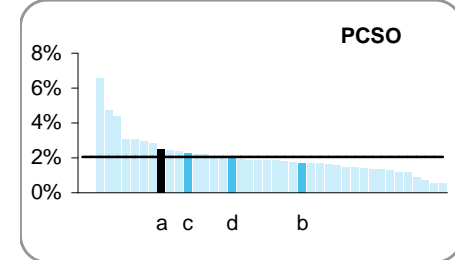
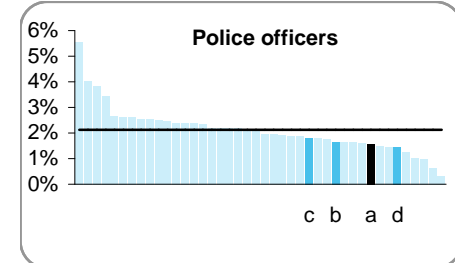
Source: ADR 502, 551 and 554 (as at 31/03/12)

ADR 554 figures are headcount not FTE

Long-term absence



Short and medium term absence



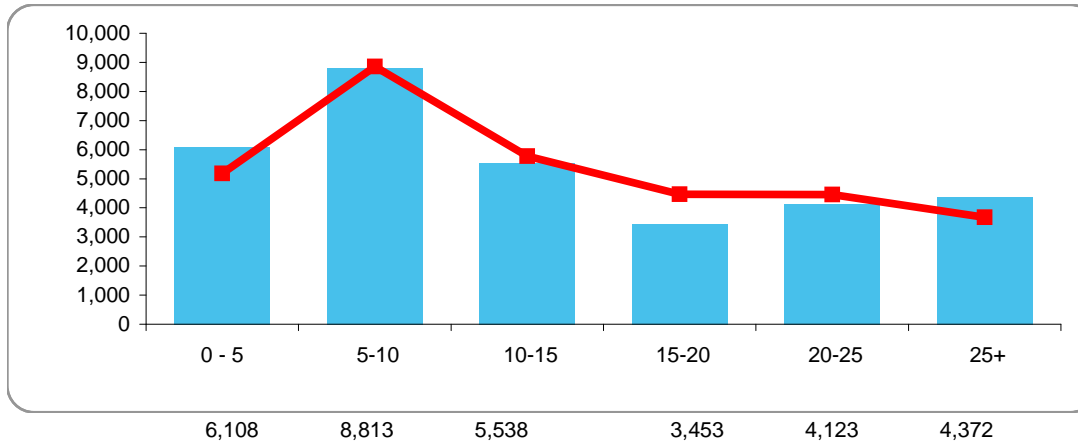
Metropolitan Police

POLICE OFFICERS LENGTH OF SERVICE

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

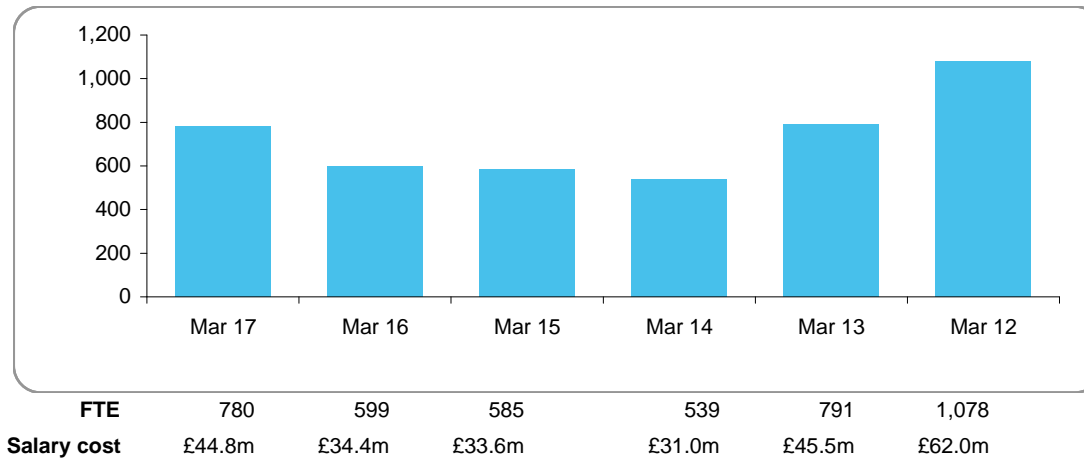
ALL OFFICERS

National average



Total
32,407

25 YEARS OR MORE - Projected retirement



Total
4,372
£251.3m

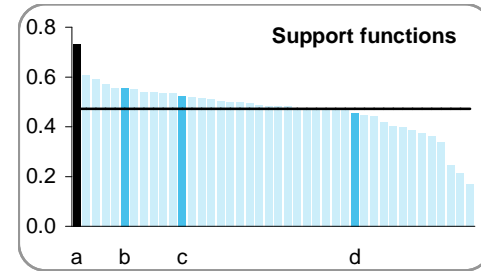
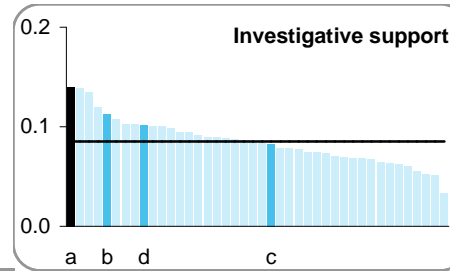
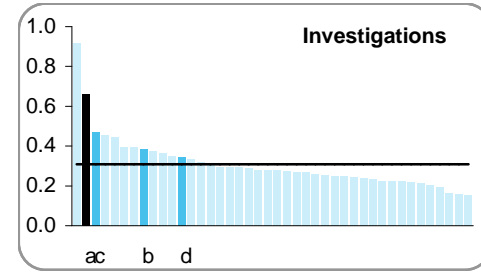
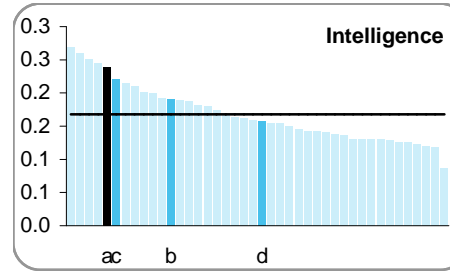
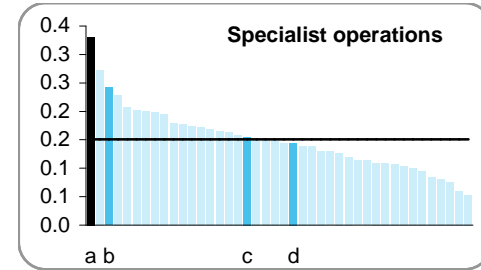
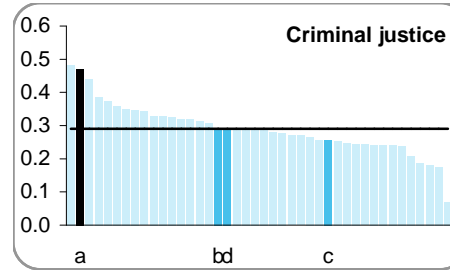
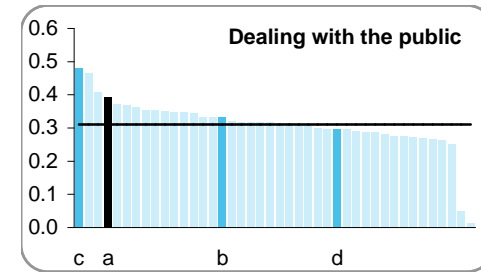
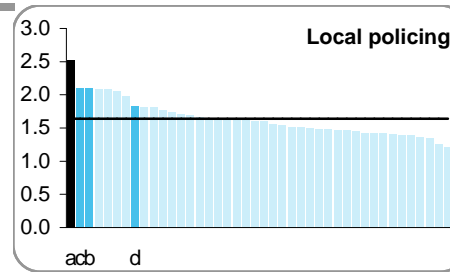
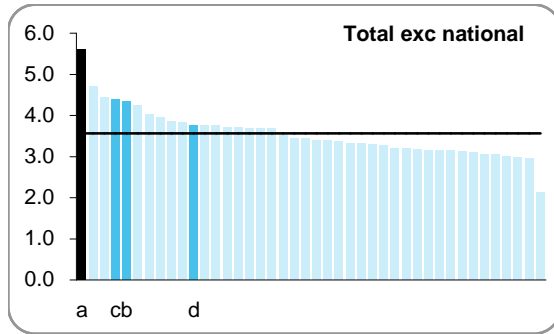
Source: ADR 582 (as at 31/03/12)

Metropolitan Police

WORKFORCE BY FUNCTION

Budgeted FTE 2012/13 per 1,000

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

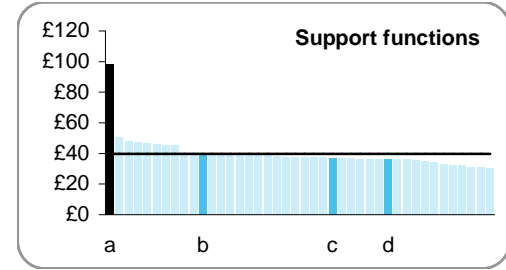
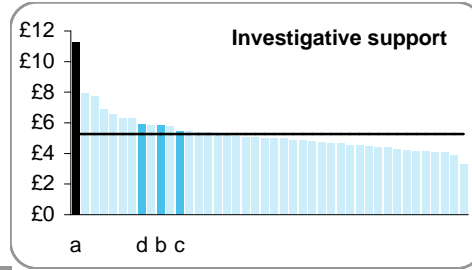
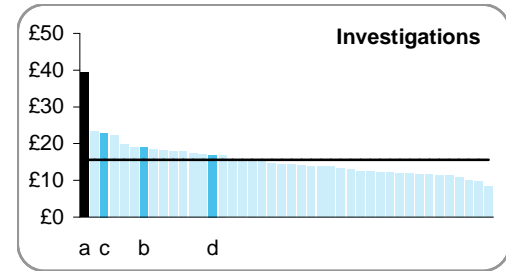
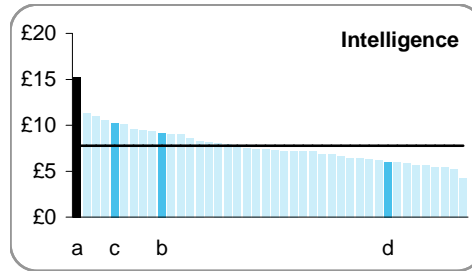
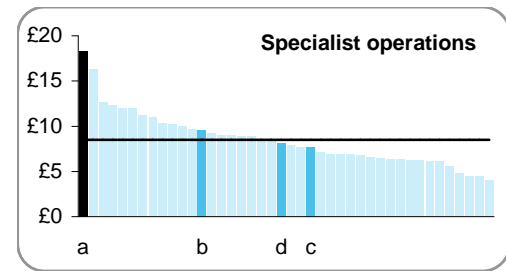
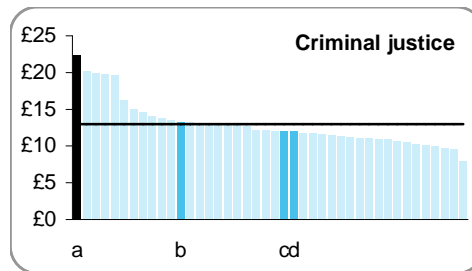
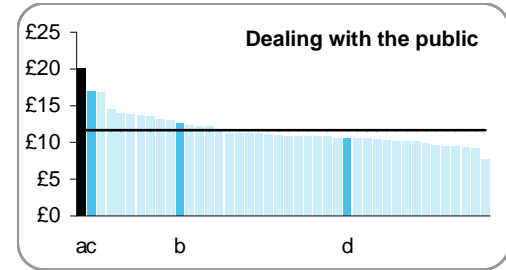
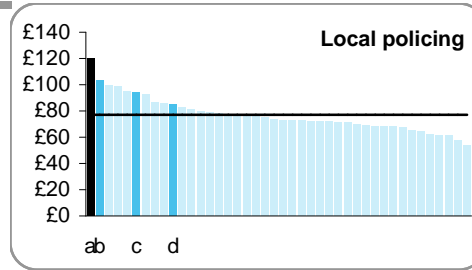
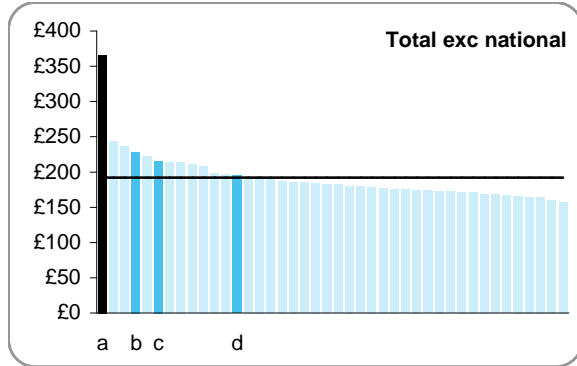


Source: POA estimates 2012/13

NET REVENUE EXPENDITURE BY FUNCTION

Cost per head of population by function

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



Population 7,814k

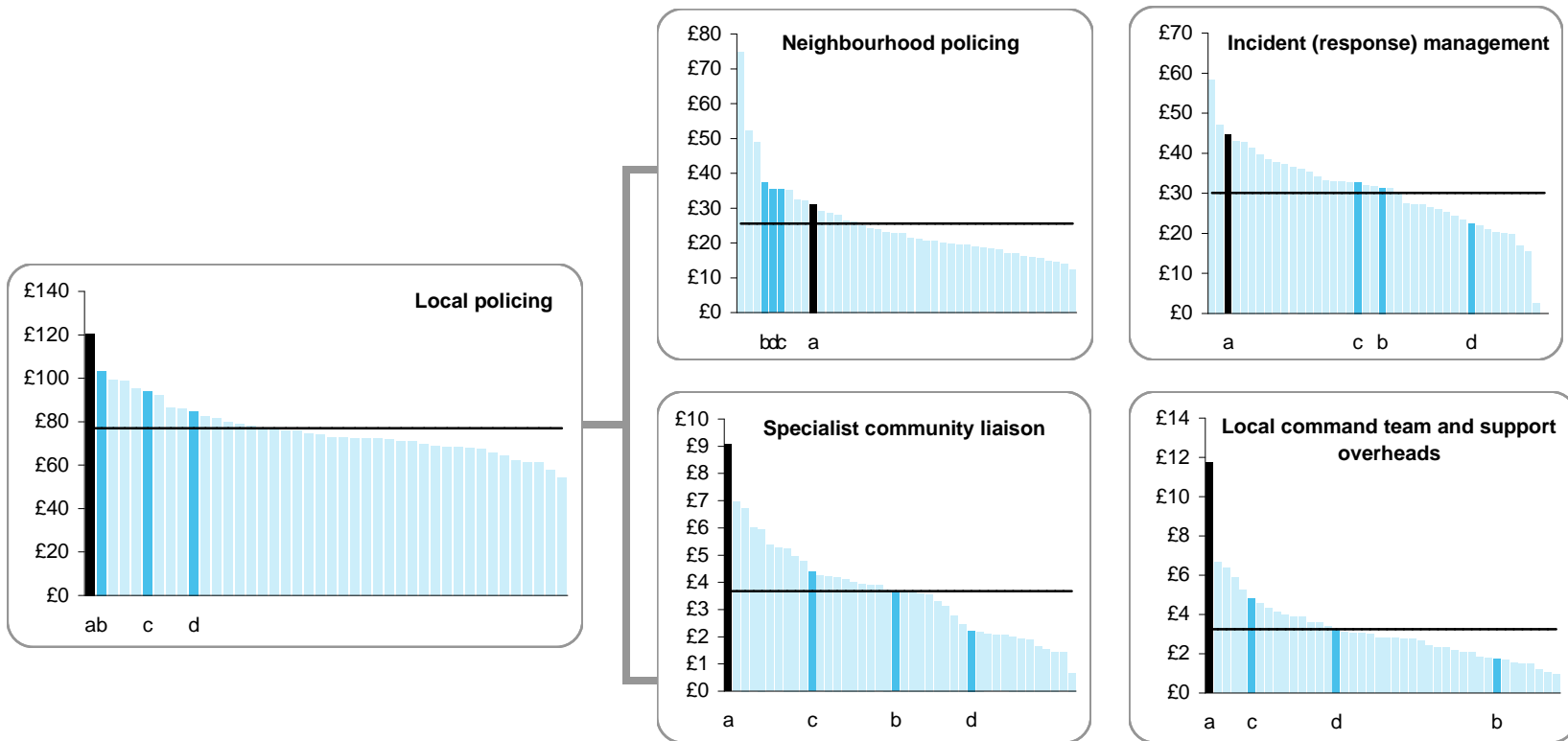
			Averages		Diff £m	
	£m	£/head	All	MSG	All	MSG
Local policing	941.0	120.4	77.0	100.6	339.5	154.7 <<
Dealing with the public	156.7	20.1	11.7	15.1	65.4	38.9 <<
Criminal justice	174.4	22.3	13.0	14.9	73.1	57.9 <<
Road policing	49.9	6.4	5.8	5.8	4.8	4.7
Specialist operations	142.5	18.2	8.5	10.9	76.2	57.3 <<
Intelligence	119.2	15.3	7.8	10.2	58.5	39.9 <<
Investigations	307.8	39.4	15.6	24.6	186.1	116.0 <<
Investigative support	87.9	11.2	5.3	7.1	46.7	32.4 <<
Support functions	767.0	98.2	39.7	52.7	456.9	354.8 <<
Police authority	37.7	4.8	1.3	1.8	27.4	23.3 <<
Central costs	78.1	10.0	6.4	7.8	27.8	17.3
Total exc national	2862.2	366.3	191.9	251.5	1362.5	897.1 <<

National policing	439.7	56.3	5.0	22.6	400.8	263.1 <<
Total	3301.9	422.6	196.9	274.1	1763.3	1160.3 <<

Source: POA estimates 2012/13

Metropolitan Police

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

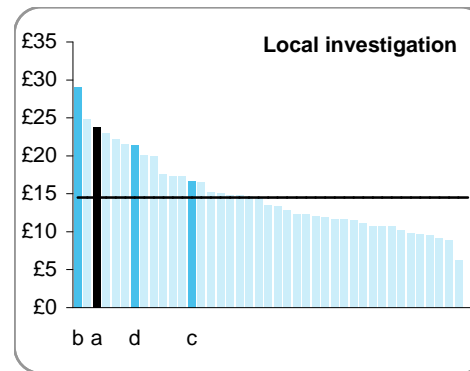


Population 7,814k

	Averages				Diff £m		% PO * MSG	
	£m	£/head	All	MSG	All	MSG	% PO *	MSG
Neighbourhood policing	244.0	31.2	25.5	34.9	44.7	-28.5	75%	74%
Incident (response) managemen	349.1	44.7	30.1	32.8	114.1	92.4	<< 98%	98%
Local Investigation	185.3	23.7	14.5	22.7	72.1	8.0	<< 100%	97%
Specialist community liaison	70.9	9.1	3.7	4.8	42.2	33.0	<< 70%	81%
Command team & support	91.8	11.7	3.3	5.4	66.4	49.7	<< 43%	65%
Total local policing	941.0	120.4	77.0	100.6	339.5	154.7	<< 83%	84%
Total exc local investigation	755.7	96.7	62.5	77.9	267.4	146.7	80%	82%

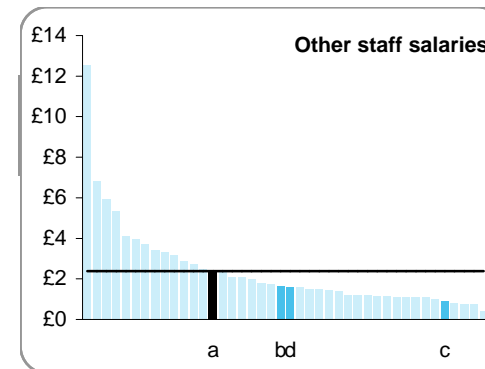
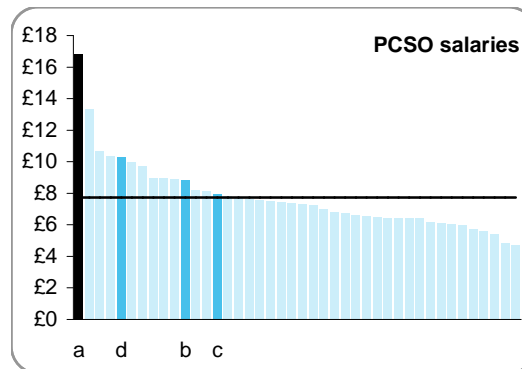
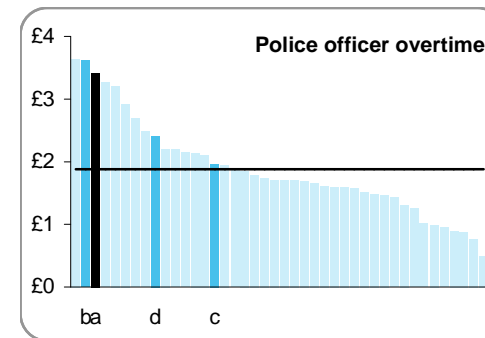
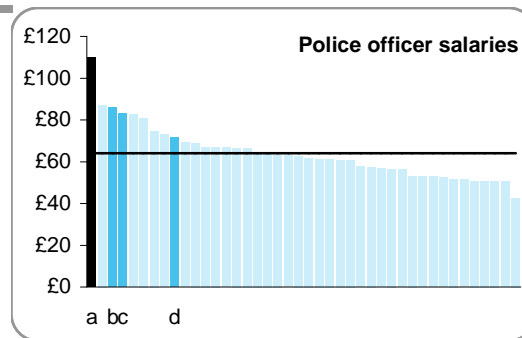
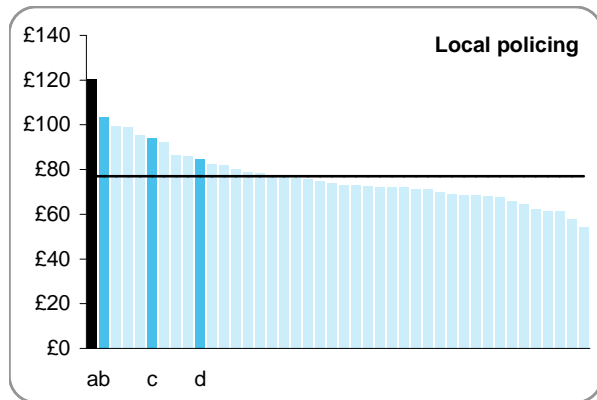
Source: POA estimates 2012/13

* PO salaries + overtime as % of gross expenditure



LOCAL POLICING

Use of resources



Staffing	FTE	FTE/1000	Averages	
			All	MSG
Police officers	15,637	2.00	1.30	1.74
PCSOs	3,323	0.43	0.26	0.34
Police staff	733	0.09	0.08	0.06

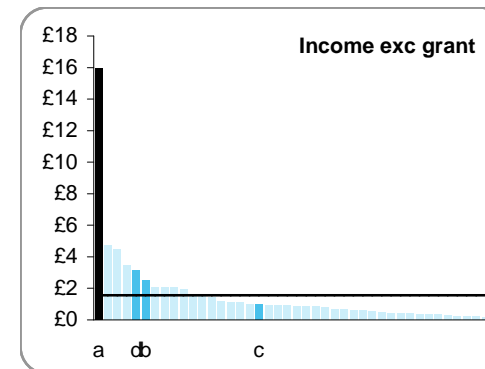
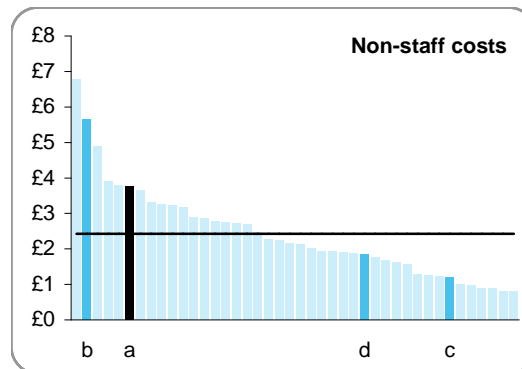
Diff FTE	
All	MSG
5,506	2,050
1,304	675
82	274

Expenditure	£m	£/head	Averages	
			All	MSG
PO salaries	858.3	109.9	64.1	87.6
PO overtime	26.7	3.4	1.9	2.9
PCSOs	131.9	16.9	7.8	11.0
Police staff	19.2	2.5	2.4	1.7
Non-staff costs	29.4	3.8	2.4	3.1
Income	-124.4	-15.9	-1.6	-5.6
Total cost	941.0	120.4	77.0	100.6

Diff FTE	
All	MSG
357.8	173.6
12.0	4.4
71.3	45.8
0.2	6.2
10.4	5.0
-112.2	-80.4
339.5	154.7

Cost/fte	Averages	
	All	MSG
Police officers	£55k	£50k
PCSOs	£40k	£33k
Staff	£26k	£28k

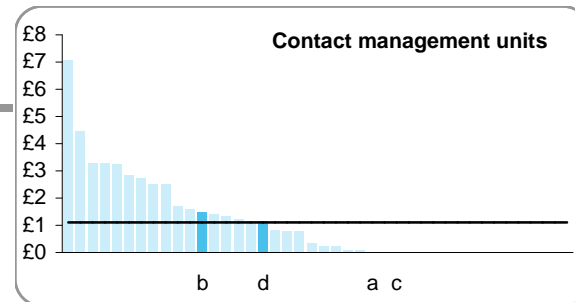
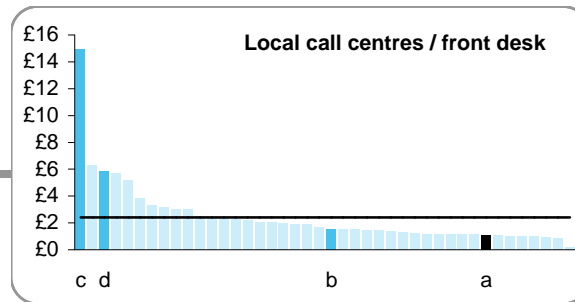
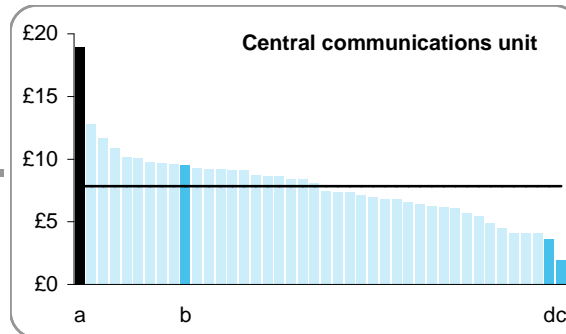
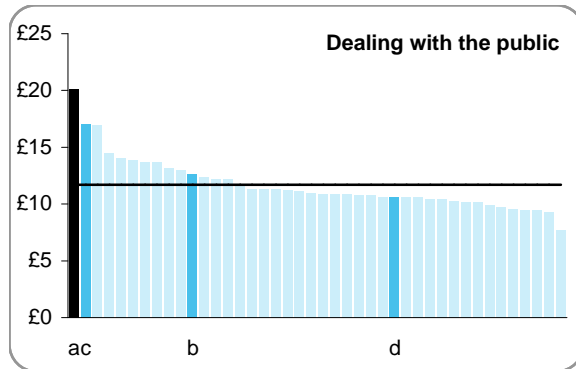
Diff FTE	
All	MSG
85.8	70.3
32.1	23.9
-2.3	-1.5



Source: POA estimates 2012/13
HMIC

DEALING WITH THE PUBLIC

Objectives – cost per head of population



Population 7,814k

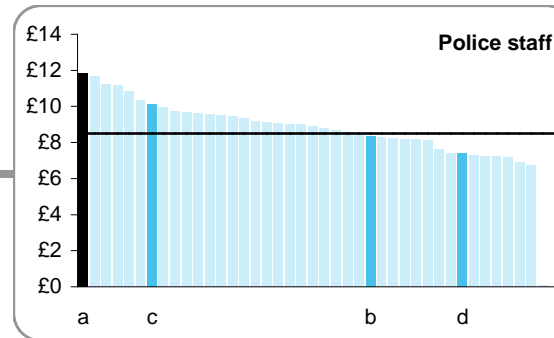
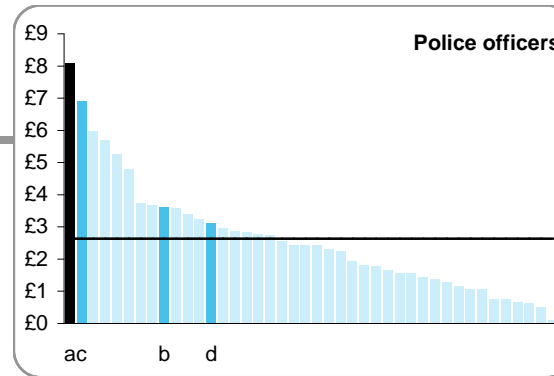
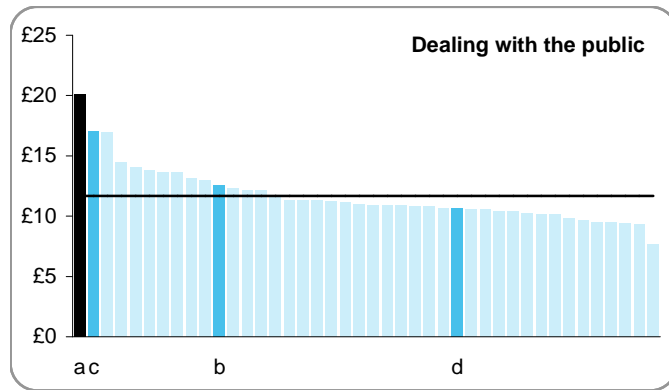
	Averages			
	£m	£/head	All	MSG
Central communications unit	148.0	18.9	7.8	8.5
Local call centres/front desk	8.6	1.1	2.4	5.8
Contact management units	0.1	0.0	1.1	0.7
Command team & support	0.0	0.0	0.3	0.1
Total dealing with the public	156.7	20.1	11.7	15.1

Source: POA estimates 2012/13

Diff £m		% PO MSG	
All	MSG	% PO	MSG
86.8	81.5	42%	24%
-10.3	-37.1	6%	18%
-8.5	-5.1	84%	62%
-2.6	-0.4	na	40%
65.4	38.9	40%	35%

DEALING WITH THE PUBLIC

Use of resources



Staffing	Averages		Diff FTE	
	FTE	FTE/1000	All	MSG
Police officers	1,038	0.13	0.05	0.10
Police Staff	1,973	0.25	0.26	0.27

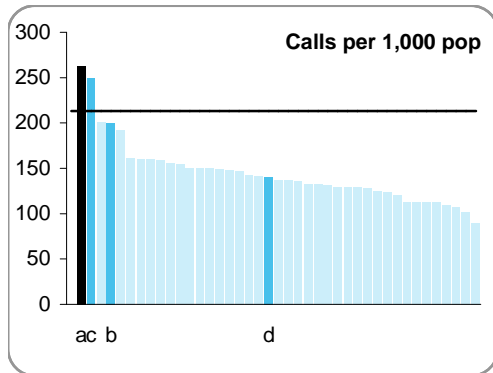
Expenditure	Averages		Diff FTE	
	£m	£/head	All	MSG
Police officers	63.1	8.1	2.6	5.4
Police staff +PCSO	92.5	11.8	8.5	9.4
Non-staff costs	1.1	0.1	0.6	0.3
Income	0.0	0.0	-0.1	-0.1
Total cost	156.7	20.1	11.7	15.1

Cost/fte	Averages		Diff FTE	
	£/fte	£/head	All	MSG
Police officers	£59k	£55k	£52k	£52k
Police Staff	£41k	£31k	£33k	£33k

Source: POA estimates 2012/13

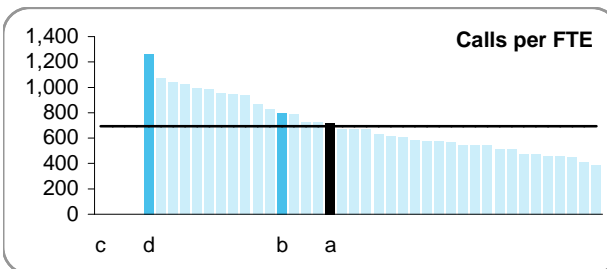
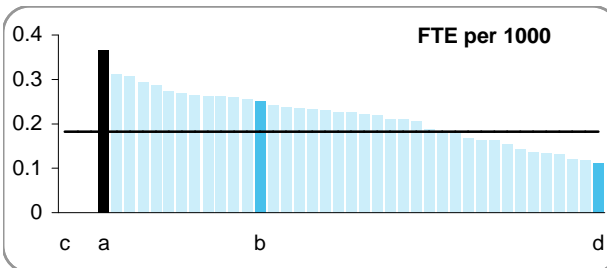
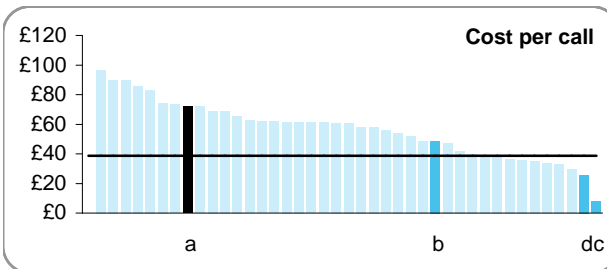
999 CALLS
2011/12

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



Population	7,814k
Calls received	2,055,030

Central communications unit only



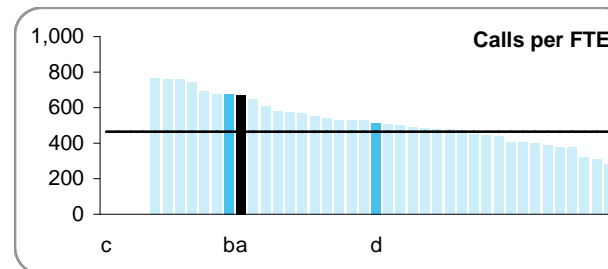
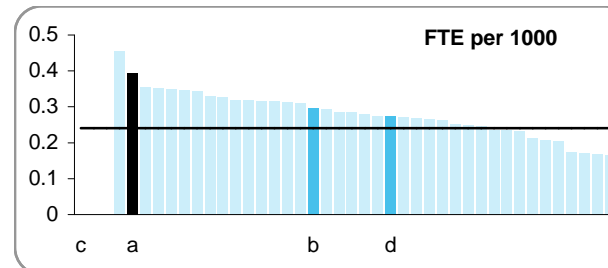
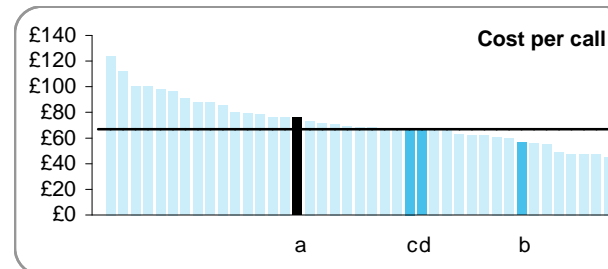
FTE staff	2,857
Gross cost	£148.0m

	Avg	
FTE/1000 pop	0.37	0.18
Calls per FTE	719	694
Calls per 1000	263	213

Cost per call	£72	£39
---------------	-----	-----

Source: POA data

CCU + Front Desk



FTE staff	3,064
Gross cost	£156.6m

	Avg	
FTE/1000 pop	0.39	0.24
Calls per FTE	671	465
Calls per 1000	263	213

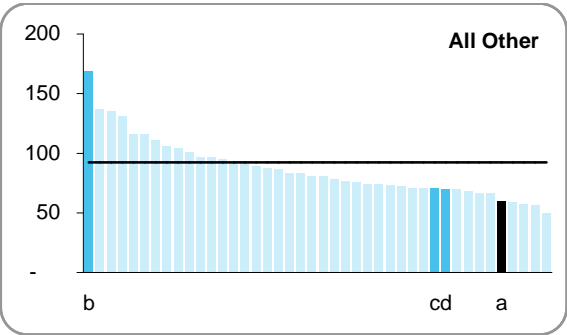
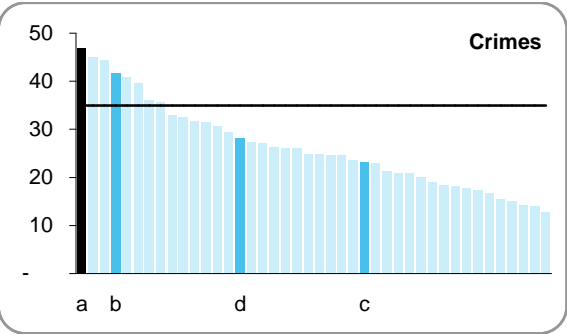
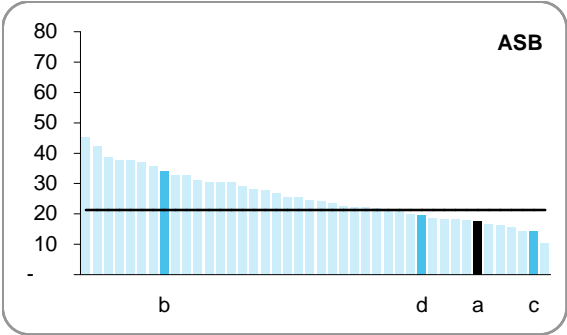
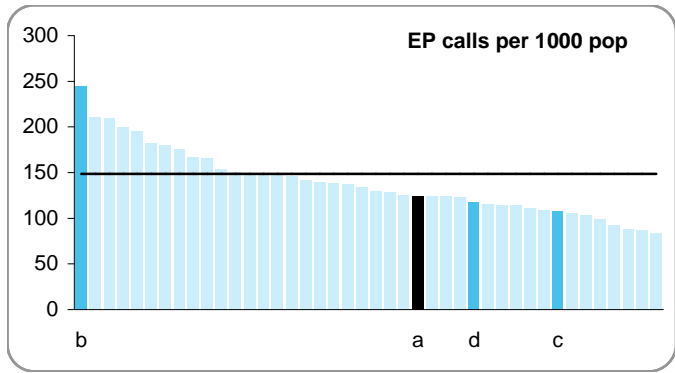
Cost per call	£76	£67
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Source: ADR 441

EMERGENCY & PRIORITY (EP) CALLS PER POPULATION

2011-12

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

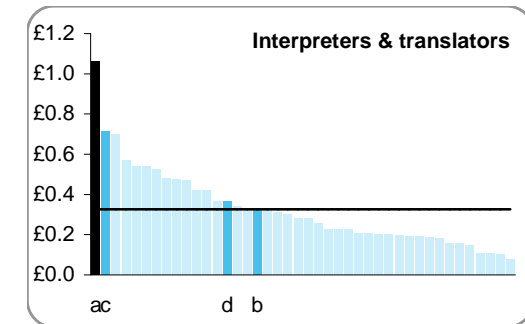
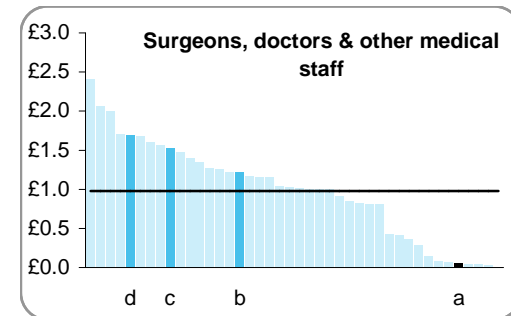
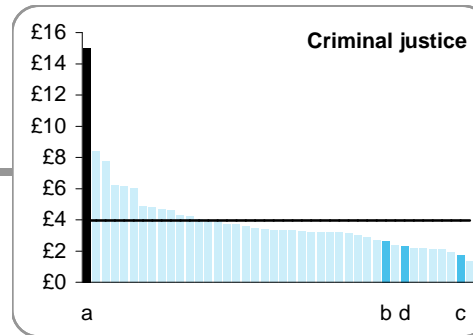
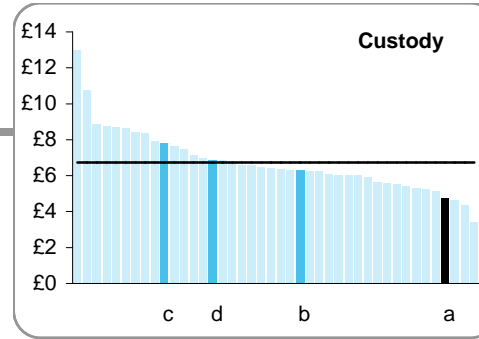
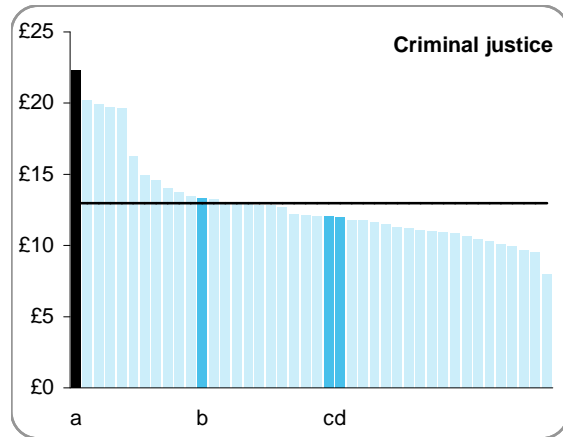


Population 7,814k

Calls

	Calls	Calls/1000	MSG Avg
ASB	137,059	18	21
Crimes	366,113	47	35
All Other	465,217	60	92
EP Total	968,389	124	149

CRIMINAL JUSTICE ARRANGEMENTS
Objectives – cost per head of population



Population 7,814k

	Averages		Diff £m		% PO				
	£m	£/head	All	MSG	All	MSG			
Custody *	37.1	4.7	6.7	6.4	-15.6	-13.2	<<	29%	34%
Criminal justice	117.6	15.0	4.0	5.4	86.7	75.1	<<	43%	19%
Police national computer	13.5	1.7	0.9	1.2	6.7	3.9		0%	0%
Criminal records bureau	0.0	0.0	0.4	0.8	-3.0	-6.4		na	0%
Property officer / stores	2.9	0.4	0.3	0.3	0.9	0.9		9%	2%
Coroner assistance	3.3	0.4	0.2	0.3	1.6	0.9		2%	13%
Fixed penalty scheme	0.0	0.0	0.2	0.3	-1.6	-2.2		0%	0%
Command team & support	0.0	0.0	0.3	0.1	-2.5	-1.2		na	53%
Total criminal justice arrangements	174.4	22.3	13.0	14.9	73.1	57.9	<<	35%	26%

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

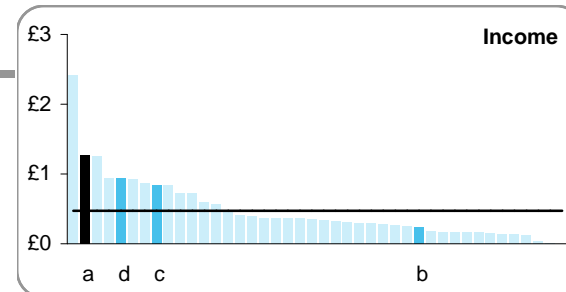
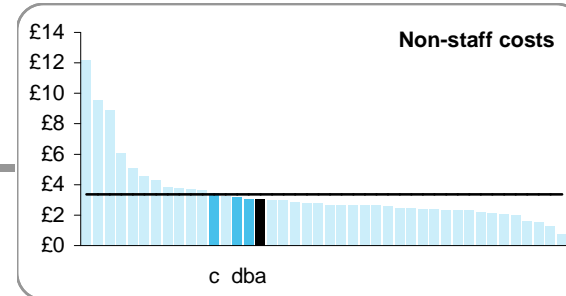
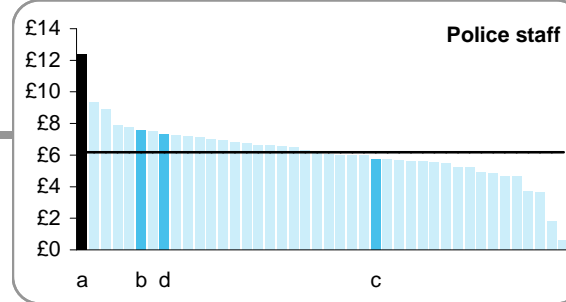
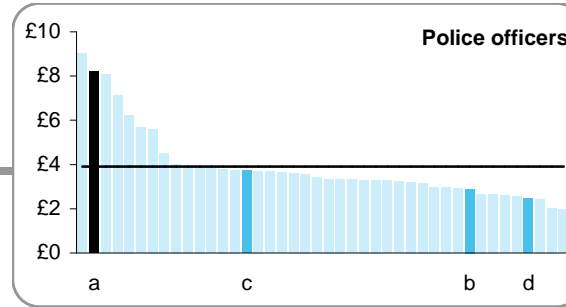
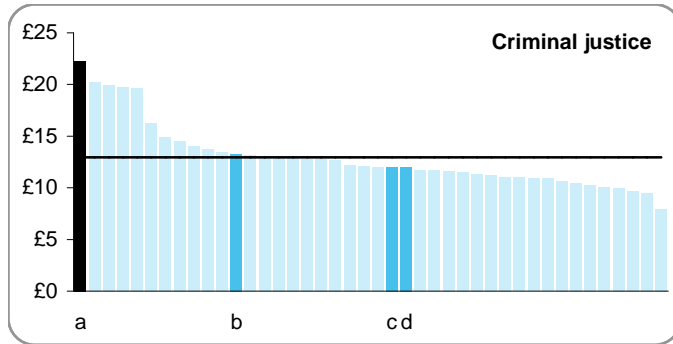
Note: Custody above includes

Surgeons, doctors & other medical	0.4	0.05	0.98	1.12	-7.2	-8.3
Interpreters & translators	8.3	1.06	0.33	0.62	5.7	3.5

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

CRIMINAL JUSTICE ARRANGEMENTS

Use of resources



		<i>Averages</i>		<i>Diff FTE</i>		
Staffing	FTE	FTE/1000	All	MSG	All	MSG
Police officers	1,075	0.14	0.07	0.07	538	502
Police Staff	2,589	0.33	0.22	0.25	860	597

		<i>Diff £m</i>		
Expenditure	£m	£/head	All	MSG
Police officers	64.1	8.2	3.9	4.3
Police staff +PCSO	96.8	12.4	6.2	8.3
Non-staff costs	23.4	3.0	3.4	3.2
Income	-9.9	-1.3	-0.5	-0.8
Total cost	174.4	22.3	13.0	14.9

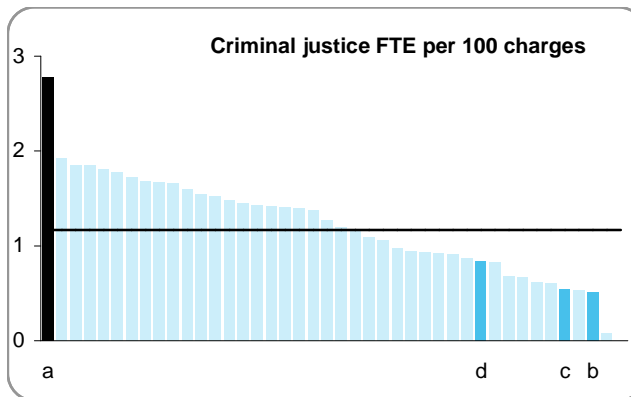
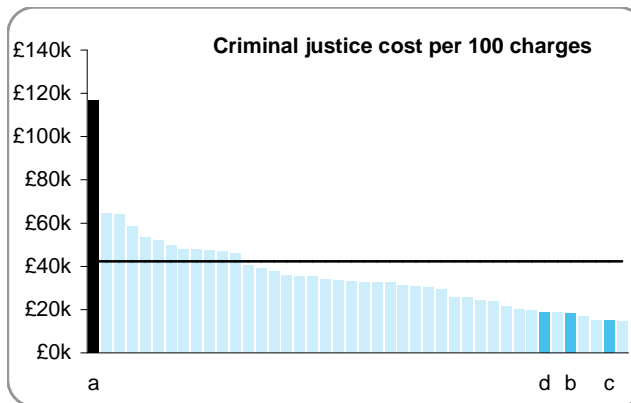
		<i>Diff £m</i>			
Cost/FTE	All	MSG	All	MSG	
Police officers	£58k	£55k	£56k	2.7	1.2
Police Staff	£36k	£28k	£32k	22.8	11.8

Source: POA estimates 2012/13
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 100,521

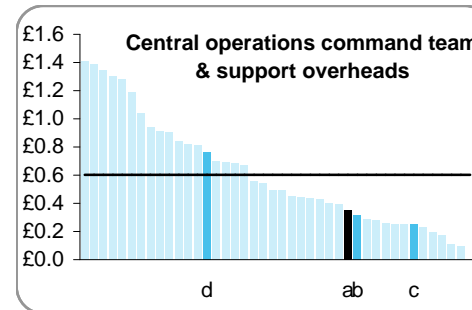
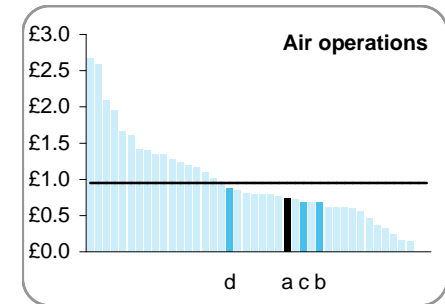
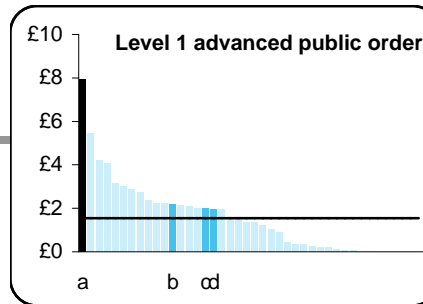
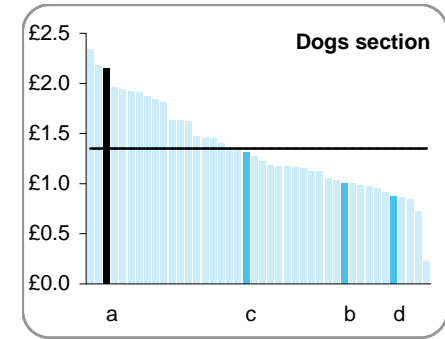
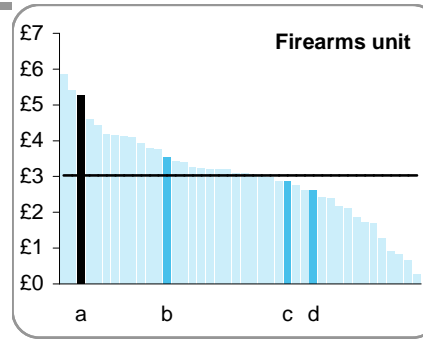
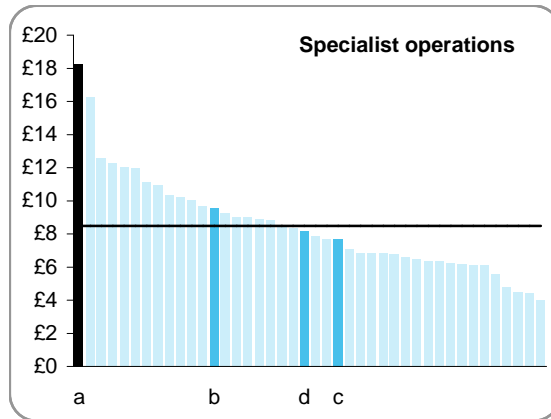
		per 100 charges	Group
Criminal justice FTE	2,795	2.8	1.2
Criminal justice cost	£117.6m	£117k	£42k

Diff
1,623
£75.0m <<

Source: POA estimates 2012/13

SPECIALIST OPERATIONS

Objectives – cost per head of population



Population 7,814k

	Averages			
	£m	£/head	All	MSG
Firearms unit	41.1	5.3	3.0	3.6
Dogs section	16.8	2.2	1.3	1.3
Lev 1 adv public order	62.0	7.9	1.6	3.5
Air operations	5.8	0.7	0.9	0.7
Civil contingencies	1.6	0.2	0.7	0.5
Specialist terrain	4.7	0.6	0.1	0.2
Mounted police	11.6	1.5	0.2	0.7
Airports & ports	-3.9	-0.5	0.0	-0.1
Command team & support	2.8	0.4	0.6	0.4
Total specialist operations	142.5	18.2	8.5	10.9

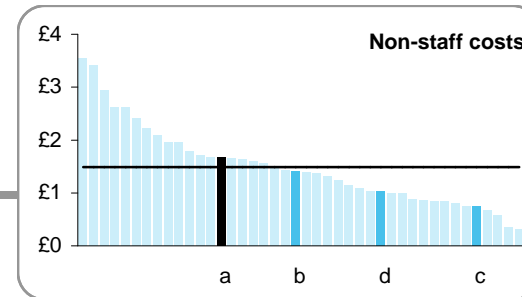
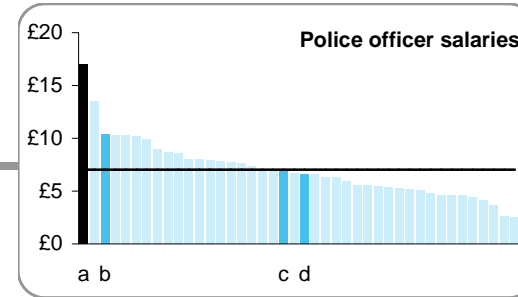
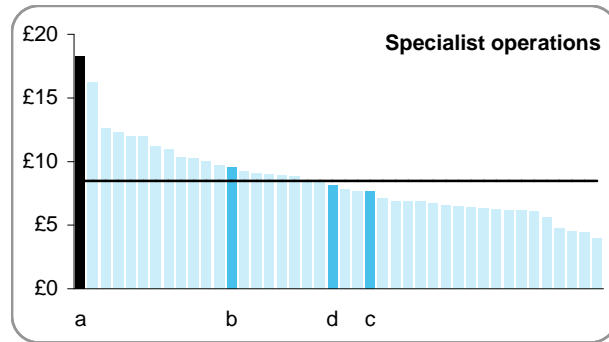
Diff £m	
All	MSG
17.4	13.1
6.3	6.4
49.9	34.5
-1.7	-0.1
-3.5	-2.4
3.7	3.1
10.1	6.1
-4.0	-3.0
-2.0	-0.5
76.2	57.3

% PO	MSG
88%	92%
81%	85%
94%	96%
19%	37%
83%	82%
95%	72%
73%	56%
77%	59%
39%	67%
84%	84%

Staffing	FTE
Firearms unit	618
Dogs section	223
Lev 1 adv public order	927

SPECIALIST OPERATIONS

Use of resources



Staffing	FTE	FTE/1000	Averages		Diff FTE	
			All	MSG	All	MSG
Police officers	2,206	0.28	0.13	0.19	1,152	708
Police Staff	338	0.04	0.02	0.02	219	160

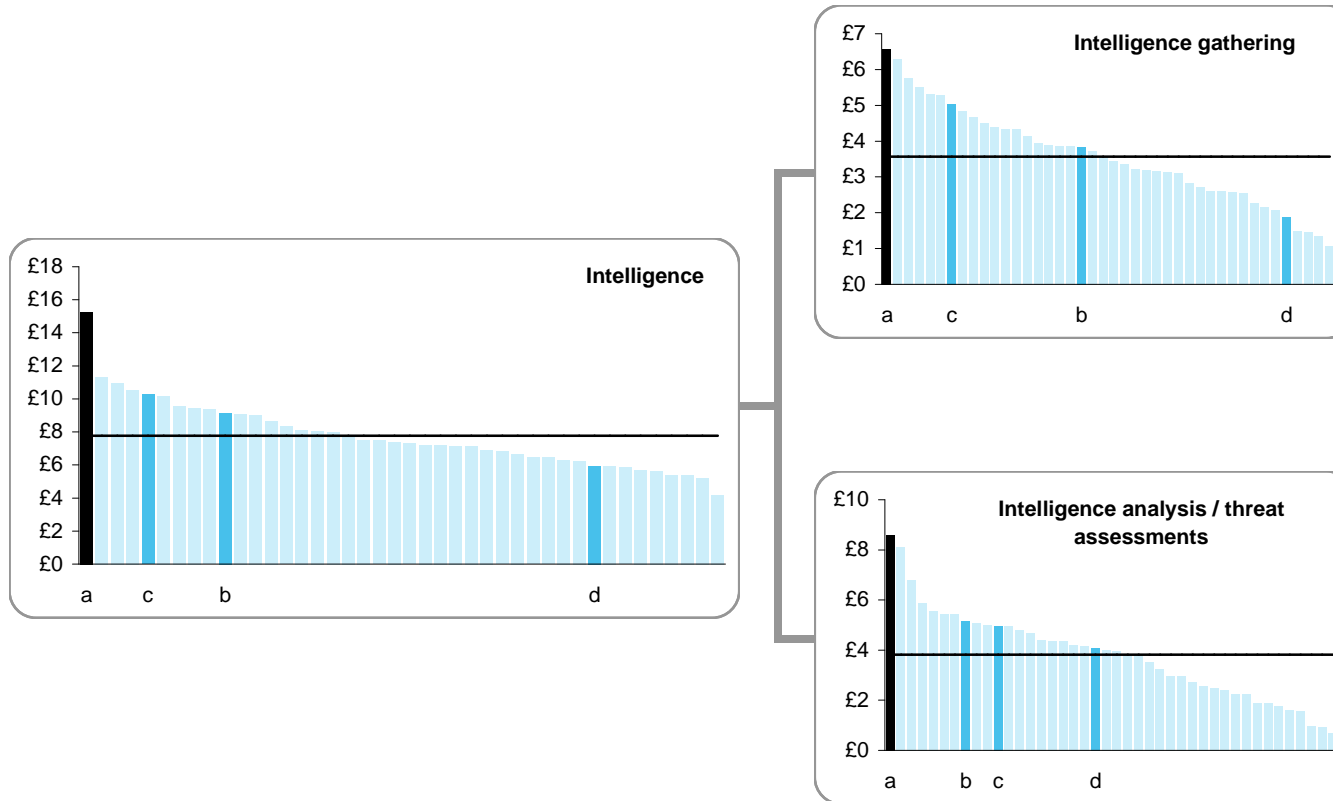
Expenditure	£m	£/head	Averages		Diff £m	
			All	MSG	All	MSG
PO salaries	132.7	17.0	7.0	10.2	77.7	52.7
PO overtime	17.2	2.2	0.4	1.0	14.3	9.5
Police staff	15.2	2.0	0.5	0.9	11.2	8.0
Non-staff costs	13.0	1.7	1.5	1.2	1.3	3.5
Income	-35.7	-4.6	-0.9	-2.5	-28.4	-16.4
Total cost	142.5	18.2	8.5	10.9	76.2	57.3

Cost/fte		Averages		Diff £m	
		All	MSG	All	MSG
Police officers	£60k	£52k	£53k	17.7	15.0
Police staff	£38k	£32k	£34k	2.1	1.3

Source: POA estimates 2012/13

INTELLIGENCE

Objectives – cost per head of population

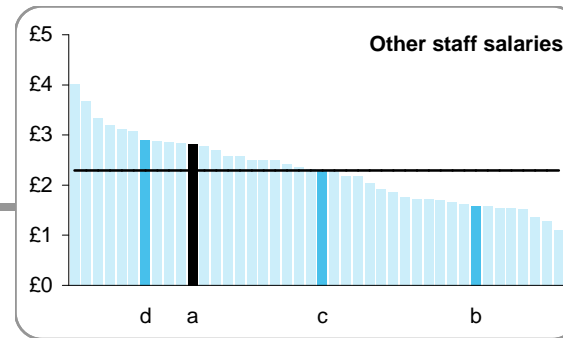
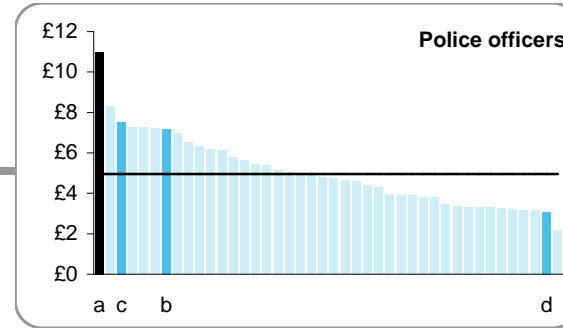
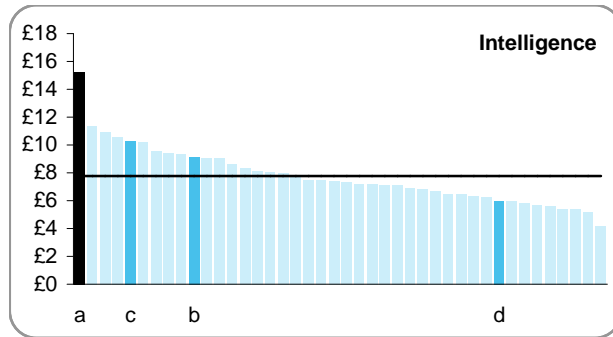


Population 7,814k

	Averages		Diff £m		% PO MSG			
	£m	£/head	All	MSG	All	MSG		
Intelligence gathering	51.3	6.6	3.6	4.3	23.4	17.5 <<	77%	82%
Intelligence analysis/threat assessments	67.2	8.6	3.8	5.7	37.4	22.7 <<	67%	58%
Command team & support	0.7	0.1	0.4	0.1	-2.3	-0.3	43%	52%
Total intelligence	119.2	15.3	7.8	10.2	58.5	39.9 <<	71%	68%

Source: POA estimates 2012/13

INTELLIGENCE
Use of resources



Staffing	Averages			
	FTE	FTE/1000	All	MSG
Police officers	1,365	0.17	0.09	0.13
Police staff	504	0.06	0.07	0.07

Diff FTE	
All	MSG
636	344
-78	-52

Expenditure	Averages			
	£m	£/head	All	MSG
Police officers	85.7	11.0	5.1	7.2
Police staff	22.0	2.8	2.3	2.4
Non-staff costs	12.7	1.6	0.7	0.7
Income	-1.1	-0.1	-0.3	-0.2
Total cost	119.2	15.3	7.8	10.2

Diff £m	
All	MSG
46.2	29.4
4.1	3.2
7.0	6.9
1.2	0.4
58.5	39.9

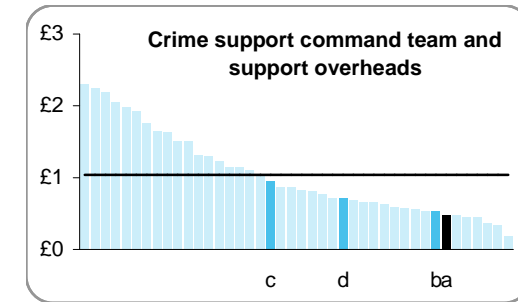
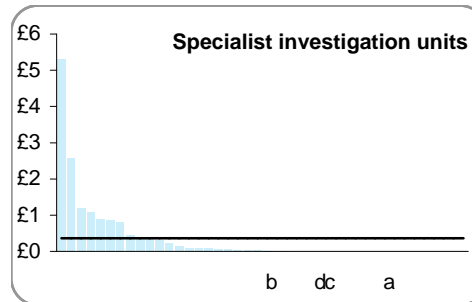
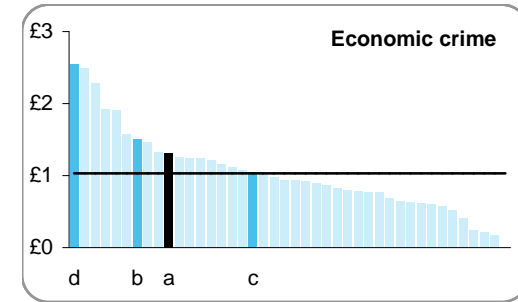
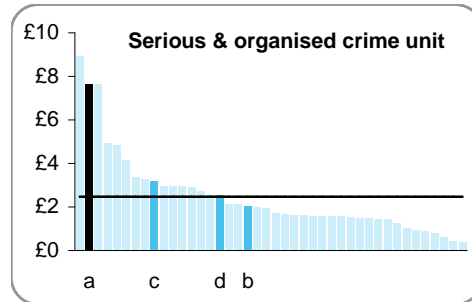
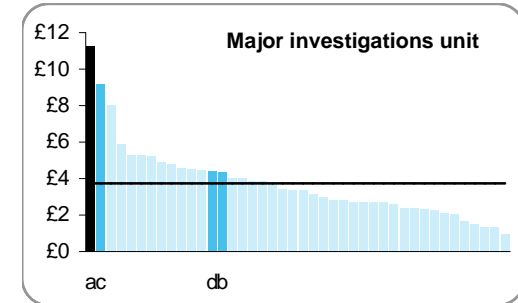
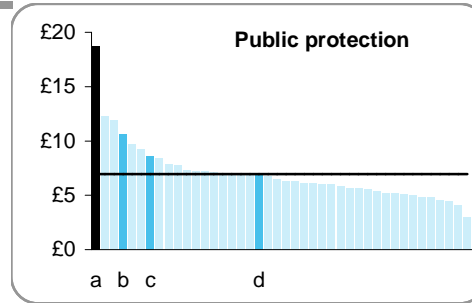
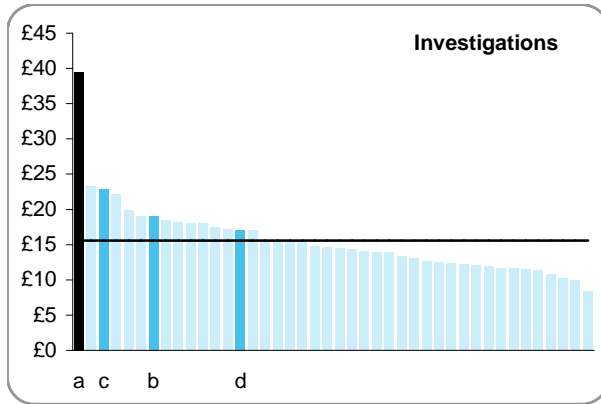
Cost/fte	Averages	
	All	MSG
Police officers	£60k	£53k
Police staff	£42k	£33k

Diff £m	
All	MSG
9.6	9.4
5.8	4.5

Source: POA estimates 2012/13

INVESTIGATIONS exc local investigation/prisoner processing

Objectives – cost per head of population



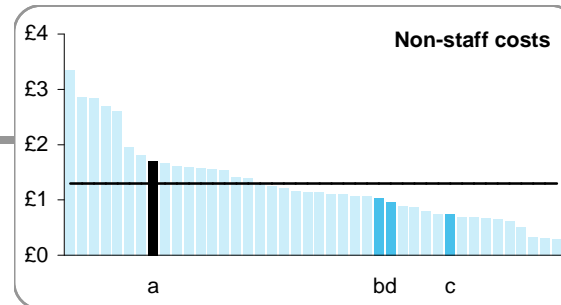
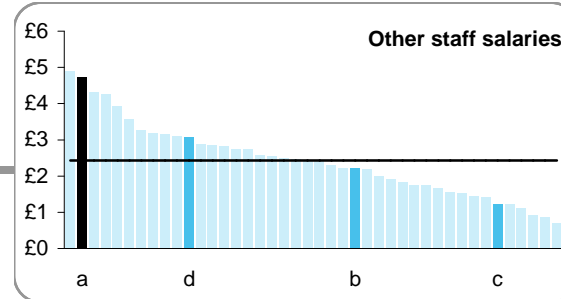
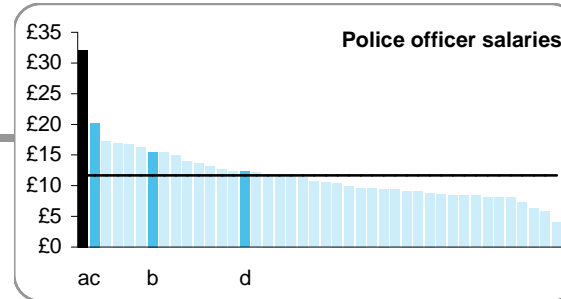
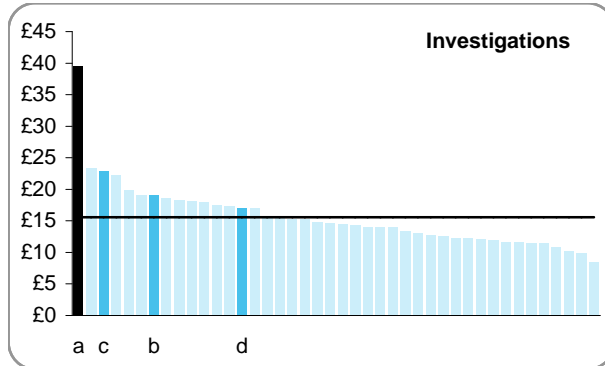
Population 7,814k

	Averages		All	MSG
	£m	£/head		
Public protection	146.3	18.72	6.94	11.16
Major investigations unit	87.8	11.24	3.73	7.28
Serious/organised crime unit	59.7	7.65	2.48	3.85
Economic crime	10.2	1.31	1.03	1.60
Specialist investigation units	0.0	-	0.36	0.01
Command team & support	3.7	0.48	1.04	0.67
Total	307.8	39.40	15.58	24.56

Diff £m		% PO	MSG
All	MSG		
92.1	59.1	90%	88%
58.7	30.9	84%	82%
40.4	29.7	83%	89%
2.2	-2.2	66%	66%
-2.8	0.0	na	24%
-4.4	-1.5	43%	67%
186.1	116.0	85%	77%

INVESTIGATIONS

Use of resources



Staffing	FTE	FTE/1000	Averages		Diff FTE	
			All	MSG	All	MSG
Police officers	4,188	0.54	0.23	0.38	2,366	1,242
Police staff	948	0.12	0.08	0.08	355	288

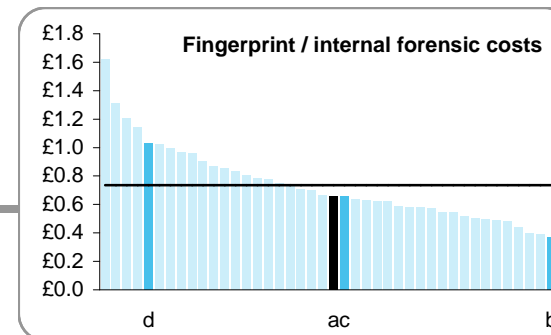
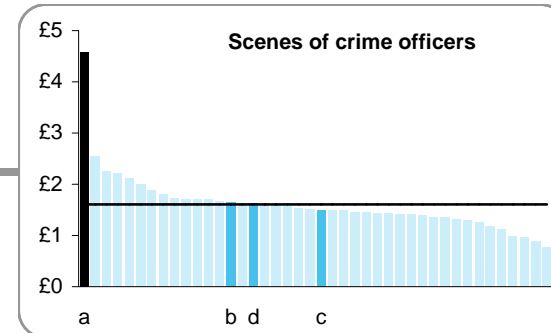
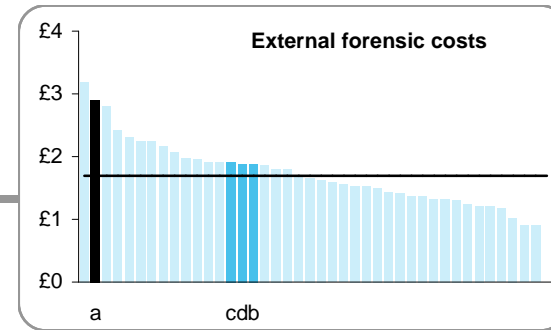
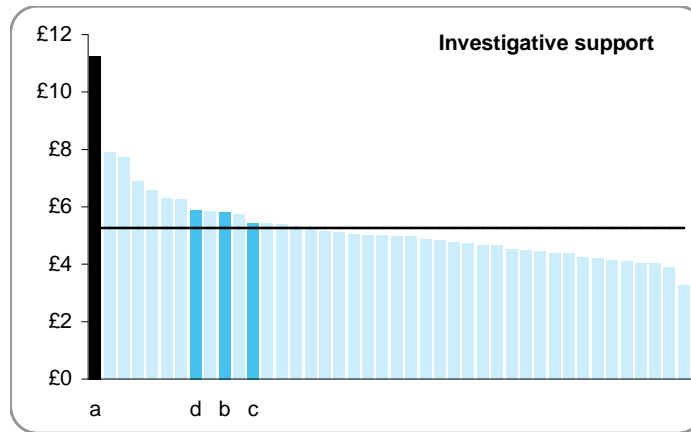
Expenditure	£m	£/head	Averages		Diff £m	
			All	MSG	All	MSG
PO salaries	250.7	32.1	11.7	20.0	159.4	94.4
PO overtime	24.4	3.1	0.7	1.4	19.0	13.5
Police staff	36.9	4.7	2.4	2.8	17.9	15.0
Non-staff costs	13.3	1.7	1.3	1.1	3.2	4.6
Income	-17.5	-2.2	-0.5	-0.8	-13.4	-11.6
Total cost	307.8	39.4	15.6	24.6	186.1	116.0

Cost/FTE		Averages		Diff £m	
		All	MSG	All	MSG
Police officers	£60k	£50k	£53k	40.8	28.5
Police staff	£38k	£31k	£33k	5.9	4.9

Source: POA estimates 2012/13

INVESTIGATIVE SUPPORT

Objectives – cost per head of population



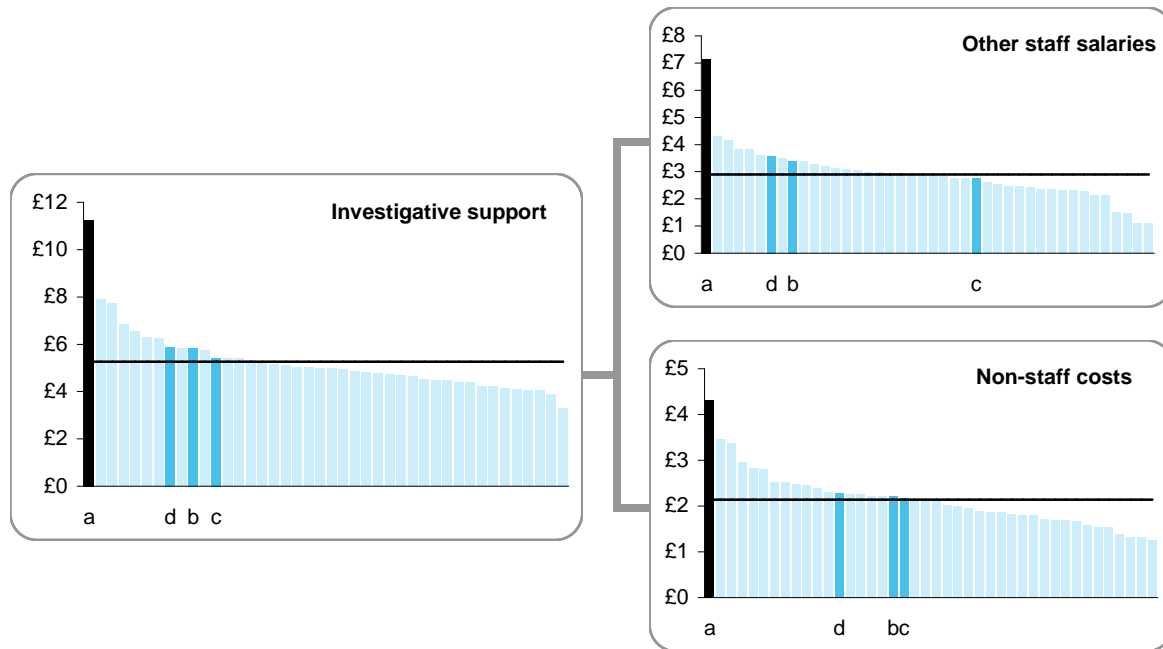
Population 7,814k

			Averages		Diff £m		% PO		
	£m	£/head	All	MSG	All	MSG	All	MSG	
External forensic costs	22.7	2.90	1.70	2.15	9.5	5.9	<<	0%	0%
Scenes of crime officers	35.8	4.58	1.61	2.33	23.3	17.6	<<	1%	0%
Fingerprint/DNA bureau	5.1	0.66	0.74	0.68	-0.6	-0.2		0%	0%
Photographic image recovery	0.0	-	0.27	0.25	-2.1	-1.9		na	3%
Other forensic services	22.5	2.88	0.77	1.53	16.5	10.6	<<	0%	16%
Command team & support	1.7	0.22	0.18	0.17	0.3	0.4		3%	5%
Total investigative support	87.9	11.25	5.27	7.10	46.7	32.4	<<	0%	4%

HMIC Source: POA estimates 2012/13

INVESTIGATIVE SUPPORT

Use of resources



Staffing	FTE	FTE/1000	All	MSG
Police officers	6	0.00	0.01	0.00
Police staff	1,088	0.14	0.08	0.10

Diff FTE

All	MSG
-34	-32
462	273

Expenditure	£m	£/head	Avg	MSG
PO salaries	0.3	0.0	0.3	0.2
Police staff	55.8	7.1	2.9	4.2
Non-staff costs	33.7	4.3	2.1	2.7
Income	-1.9	-0.2	0.0	-0.1
Total cost	87.9	11.2	5.3	7.1

Diff £m

All	MSG
-1.8	-1.5
33.1	22.8
16.9	12.3
-1.6	-1.2
46.7	32.4

Cost/fte	Avg	MSG
Police officers	£62k	£53k £48k
Police staff	£48k	£36k £39k

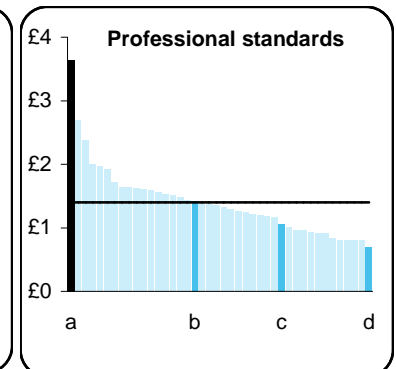
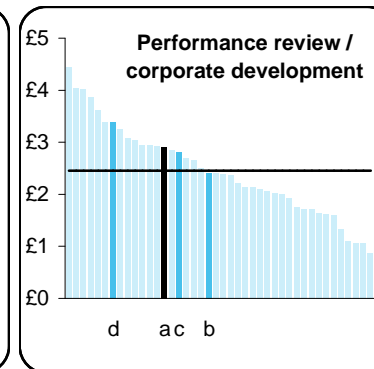
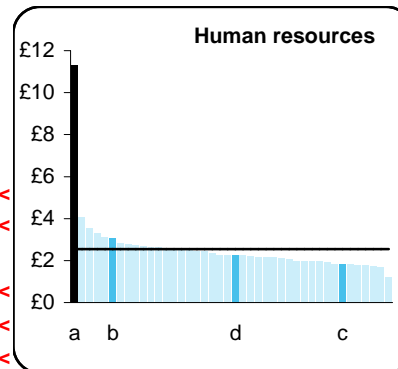
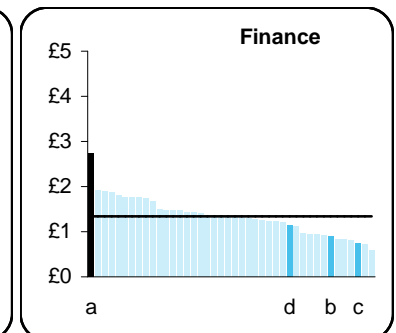
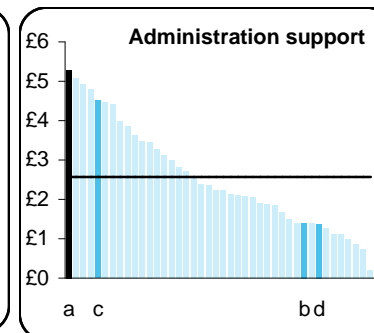
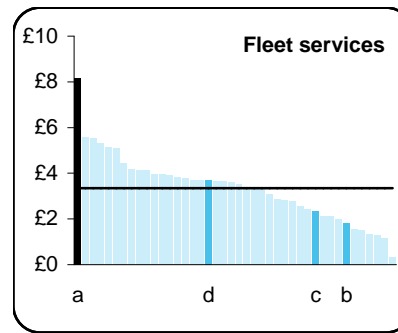
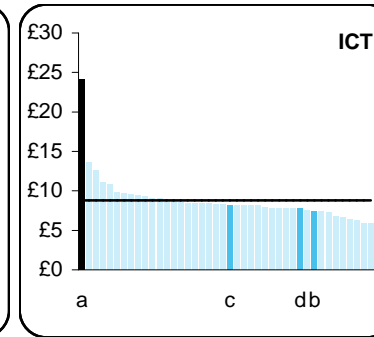
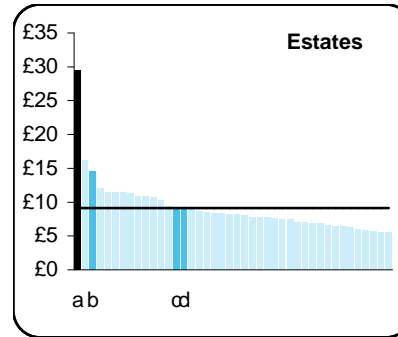
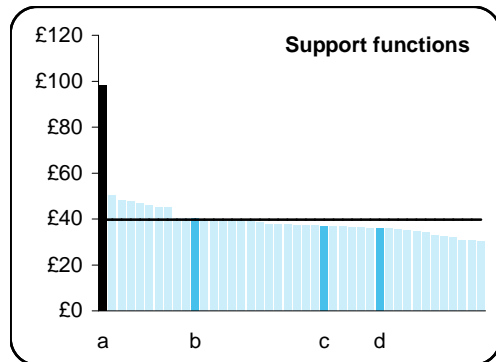
Diff £m

All	MSG
0.0	0.1
14.0	10.3

Source: POA estimates 2012/13

SUPPORT FUNCTIONS

Objectives – cost per head of population



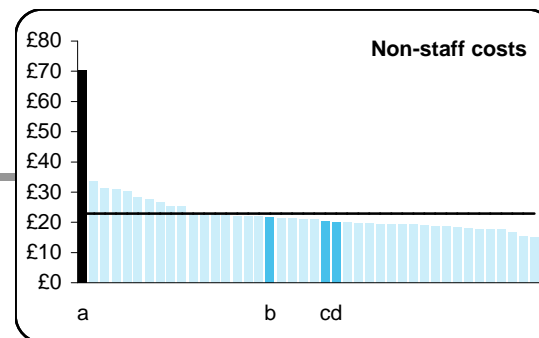
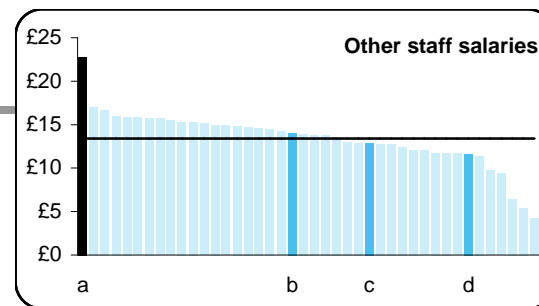
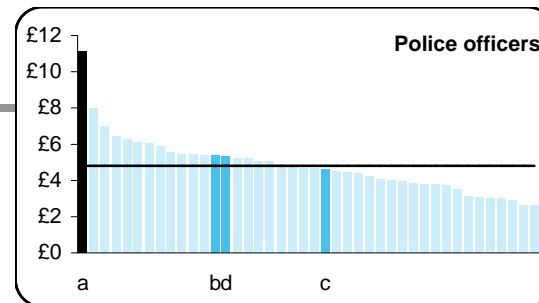
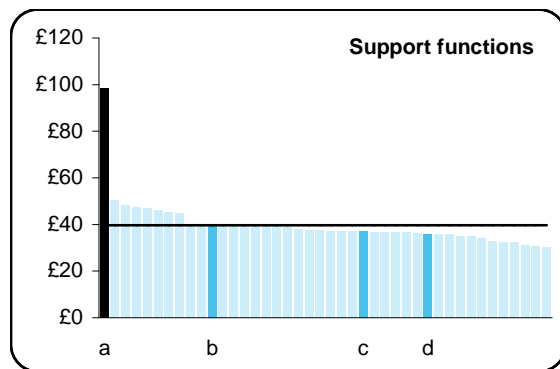
Population 7,814

	Averages				Diff £m		
	£m	£/head	All	MSG	All	MSG	
Estates/building costs	230.4	29.5	9.1	15.6	159.0	108.4	<<
ICT	188.0	24.1	8.8	11.9	119.4	95.4	<<
Training	31.0	4.0	3.8	3.3	0.9	5.4	
Fleet services	63.8	8.2	3.3	4.0	37.7	32.6	<<
Administration support	41.4	5.3	2.6	3.1	21.3	16.8	<<
Human resources	88.5	11.3	2.6	4.6	68.5	52.5	<<
Finance	21.5	2.7	1.3	1.4	11.0	10.6	<<
Performance review	22.7	2.9	2.5	2.9	3.5	0.2	
Professional standard:	28.4	3.6	1.4	1.7	17.4	15.1	<<
All other	51.4	6.6	4.3	4.3	18.2	17.9	<<
Total	767.0	98.2	39.7	52.7	456.9	354.8	<<

Source: POA estimates 2012/13

SUPPORT FUNCTIONS

Use of resources



Averages					Diff FTE	
Staffing	FTE	FTE/1000	All	MSG	All	MSG
Police officers	1,596	0.20	0.08	0.12	1,000	658
Police staff	4,133	0.53	0.40	0.45	1,046	649

Expenditure					Diff £m	
	£m	£/head	All	MSG	All	MSG
Police officers	87.0	11.1	4.8	6.6	49.4	35.3
Police staff	178.2	22.8	13.4	15.3	73.4	58.3
Non-staff costs	548.0	70.1	22.9	32.9	369.4	290.6
Income	-46.2	-5.9	-1.4	-2.2	-35.2	-29.3
Total cost	767.0	98.2	39.7	52.7	456.9	354.8

Cost/FTE				Diff £m	
		All	MSG	All	MSG
Police officers	£53k	£62k	£54k	-13.7	-1.8
Police staff	£42k	£34k	£34k	35.9	34.4

Source: POA estimates 2012/13

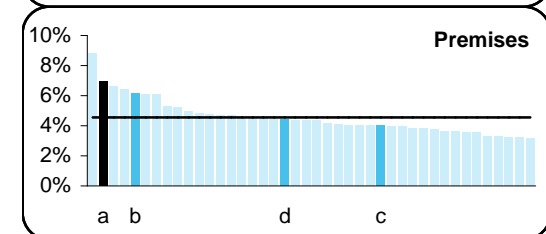
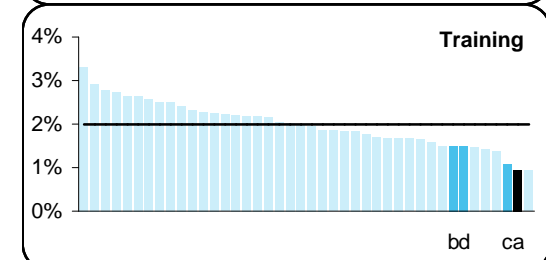
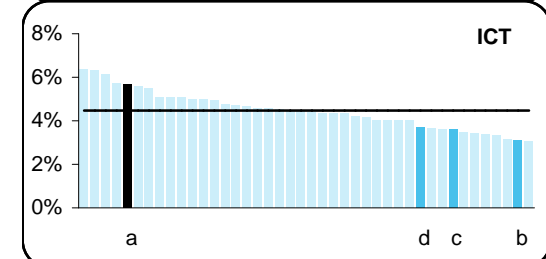
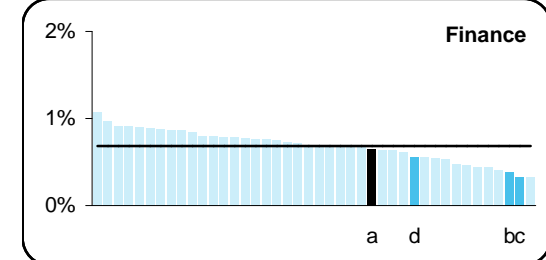
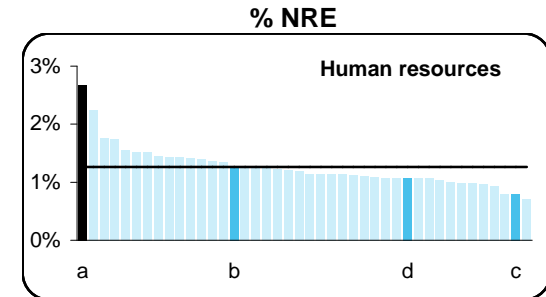
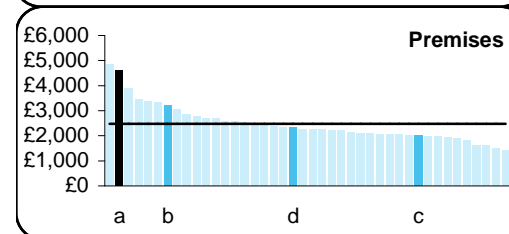
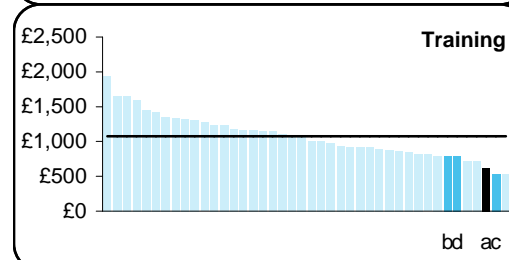
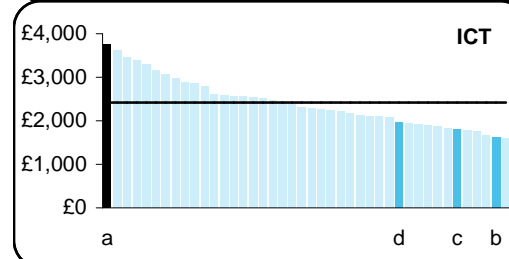
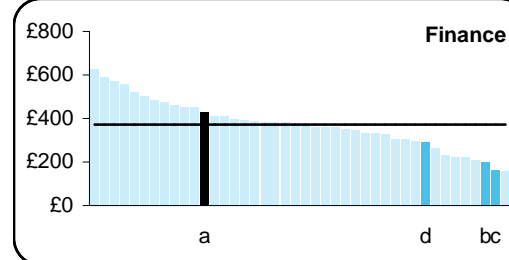
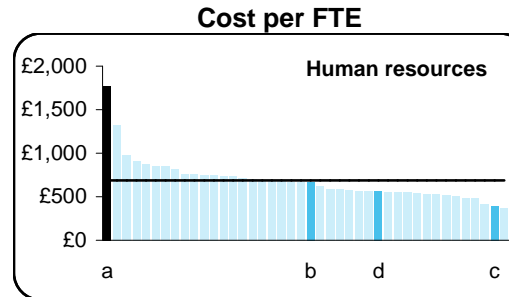
SUPPORT FUNCTIONS

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

Total FTE	49,914
Total NRE	£3,302m

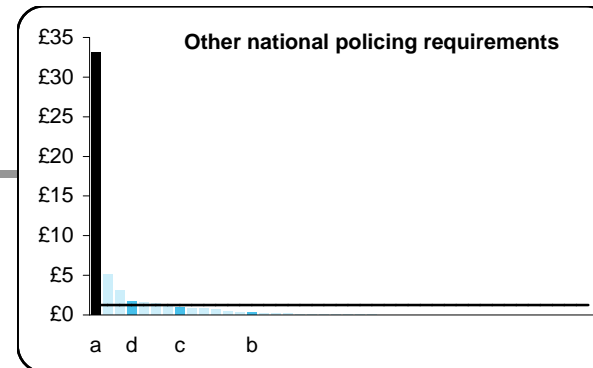
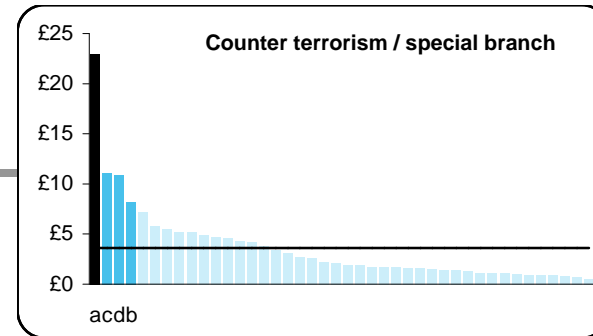
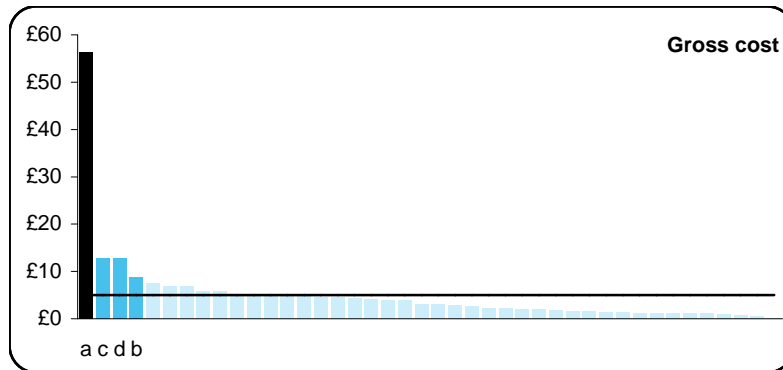
	Cost £m	per FTE	Avg	Diff £m
Human resources	88.45	£1,772	£687	54.1
Finance	21.46	£430	£372	2.9
ICT	188.04	£3,767	£2,418	67.3
Training	30.97	£620	£1,076	-22.8
Premises	230.40	£4,616	£2,478	106.7

	% NRE	Avg	Diff £m
Human resources	2.7%	1.3%	46.8
Finance	0.6%	0.7%	-1.1
ICT	5.7%	4.5%	40.6
Training	0.9%	2.0%	-34.9
Premises	7.0%	4.6%	79.7



NATIONAL POLICING

Objectives – cost per head of population



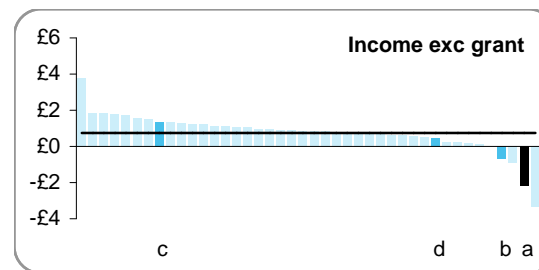
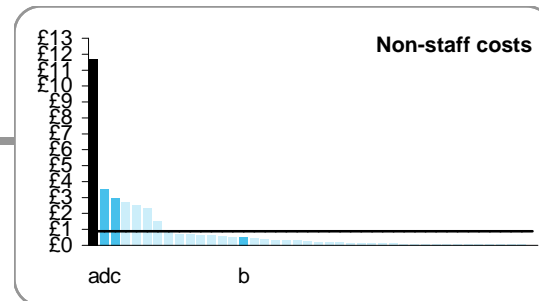
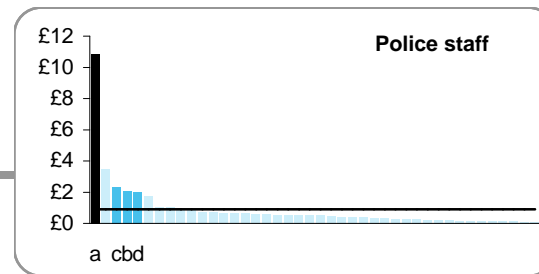
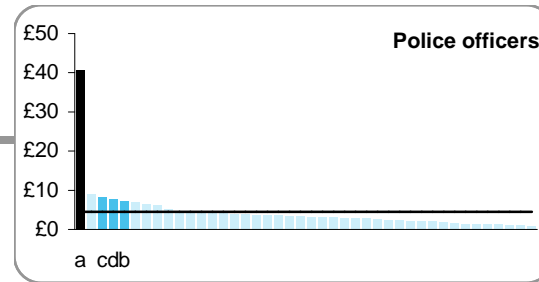
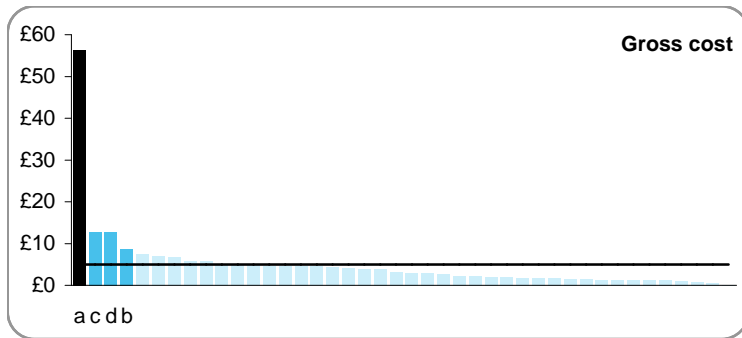
Population 7,814k

			Averages		Diff £m		% PO MSG		
	£m	£/head	All	MSG	All	MSG	% PO	MSG	
Counter terrorism/special branch	179.2	22.94	3.61	13.26	151.0	75.6	<<	73%	68%
Other national policing requirements	259.1	33.17	1.27	9.06	249.2	188.3	<<	59%	57%
Hosting national services	2.9	0.37	0.03	0.27	2.6	0.7		40%	10%
Secondments (out of force)	0.0	0.00	0.00	0.01	0.0	-0.1		na	73%
ACPO projects / initiatives	-1.5	-0.20	0.07	-0.02	-2.1	-1.4		59%	15%
Total	439.7	56.27	4.98	22.59	400.8	263.1	<<	64%	64%
Specific grants	456.5	58.42	4.23	22.85	423.4	278.0	<<		
Cost net of grants	-16.8	-2.15	0.74	-0.25	-22.6	-14.8	<<		

Source: POA estimates 2012/13

NATIONAL POLICING

Use of resources



Staffing	Averages				Diff FTE	
	FTE	FTE/1000	All	MSG	All	MSG
Police officers	4,185	0.54	0.07	0.23	3,611	2,381
PCSOs	3	0.00	0.00	0.00	3	2
Police staff	1,804	0.23	0.03	0.11	1,605	972

Expenditure	Averages				Diff £m	
	£m	£/head	All	MSG	All	MSG
Police officers	317.7	40.7	4.5	15.9	282.9	193.4
Police staff	84.8	10.9	0.9	4.3	77.7	51.2
Non-staff costs	91.2	11.7	0.9	4.7	84.4	54.8
Income	-54.1	-6.9	-1.3	-2.3	-44.2	-36.3
Total cost	439.7	56.3	5.0	22.6	400.8	263.1

Specific grants	456.5	58.4	4.2	22.8	423.4	278.0
Cost net of grants	-16.8	-2.2	0.7	-0.3	-22.6	-14.8

Cost/fte	Averages				Diff £m	
	All	MSG	All	MSG	All	MSG
Police officers	£63k	£56k	£59k	£59k	29.0	17.2
Police staff	£43k	£35k	£38k	£38k	na	na

Source: POA estimates 2012/13

WORKFORCE MIX

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

This comparison is done twice:

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

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

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

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

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

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

	Current staffing			Difference			Difference from UQ			Difference in pay
	Police officers	Staff /PCSO	%Staff/ PCSOs	National median %	from median (no. of posts)	Cost of difference	National UQ %	(no. of posts)	Cost of difference	
Criminal Justice	882	1,913	68%	93%	676	£15,260k	97%	805	£18,165k	£23k
Central Communications Unit	1,037	1,820	64%	88%	685	£9,245k	95%	890	£12,021k	£14k
Intelligence Analysis	760	393	34%	58%	272	£4,525k	75%	471	£7,844k	£17k
Administration Support	390	200	34%	100%	390	na	100%	390	na	na
Local Call Centres / Front Desk	0	207	100%	100%	0	na	100%	0	na	na
Training	576	234	29%	44%	120	na	57%	232	na	na
Intelligence Gathering	599	104	15%	24%	62	£1,199k	36%	146	£2,846k	£19k
Custody	187	371	66%	57%	0	£0k	61%	0	£0k	£21k
Contact Management Units	1	1	31%	95%	0	na	100%	0	na	na
Human Resources	151	823	85%	100%	151	£5,529k	100%	151	£5,529k	£37k
Other Forensic Services	1	287	100%	89%	0	£0k	97%	0	£0k	£3k
Scenes of Crime Officers	4	629	99%	100%	3	£16k	100%	3	£16k	£5k
Grand Total	4,587	6,981			2,359	£35,774k		3,089	£46,422k	

Source: POA estimates 2012/13

Total CoD per population £4.6

£5.9

Metropolitan Police

Section Two - Offences & Outcomes

INTRODUCTION

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

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



Data is shown as offences per 1,000 population.

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

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

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

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

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

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

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

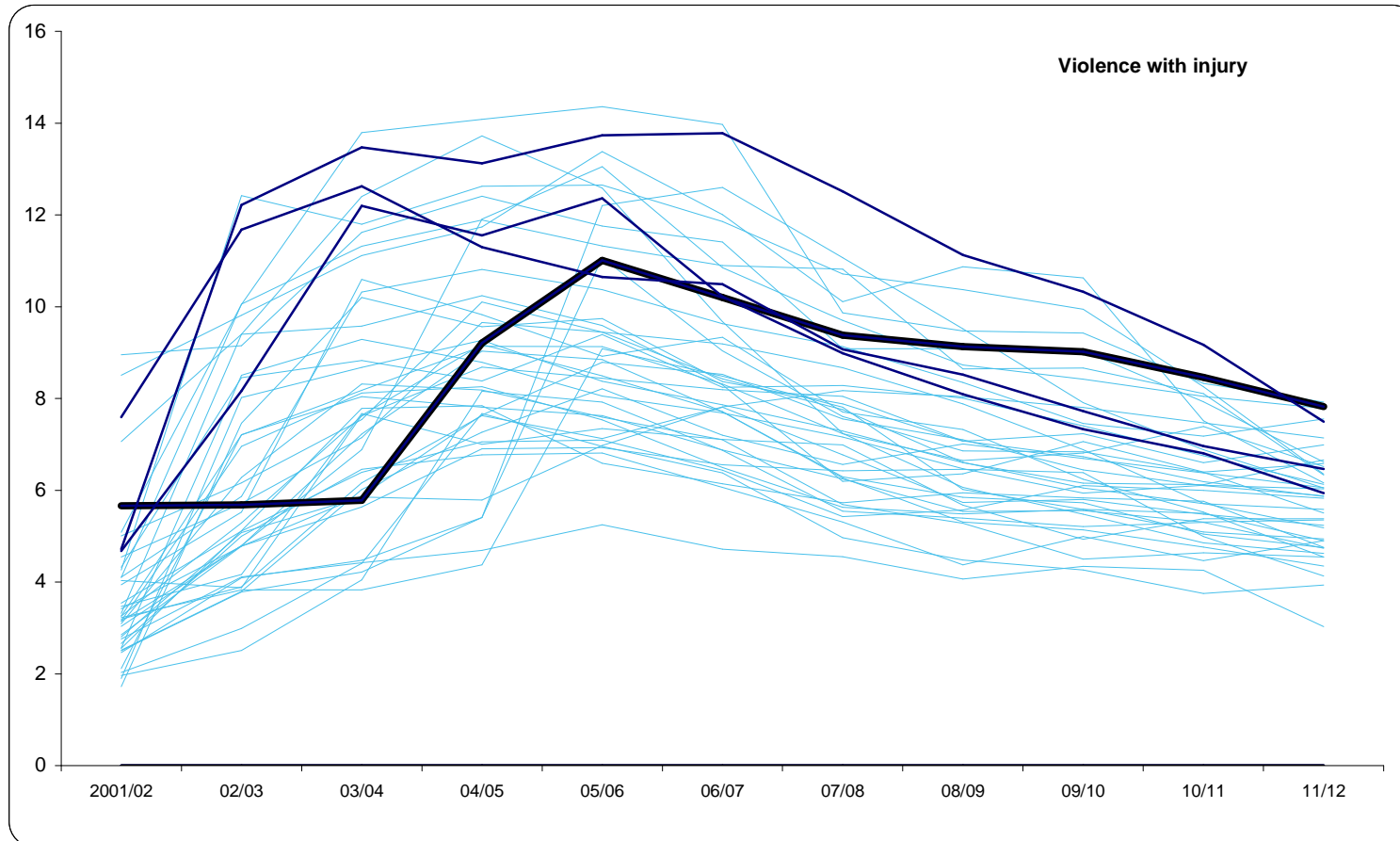
Changes over time for crimes and sanction detections are measured against the baseline of 2008/09 due to the introduction of public order offences.

LONG TERM TRENDS – RIBBON CHARTS

Crime rate per 1,000 pop from 2001/02

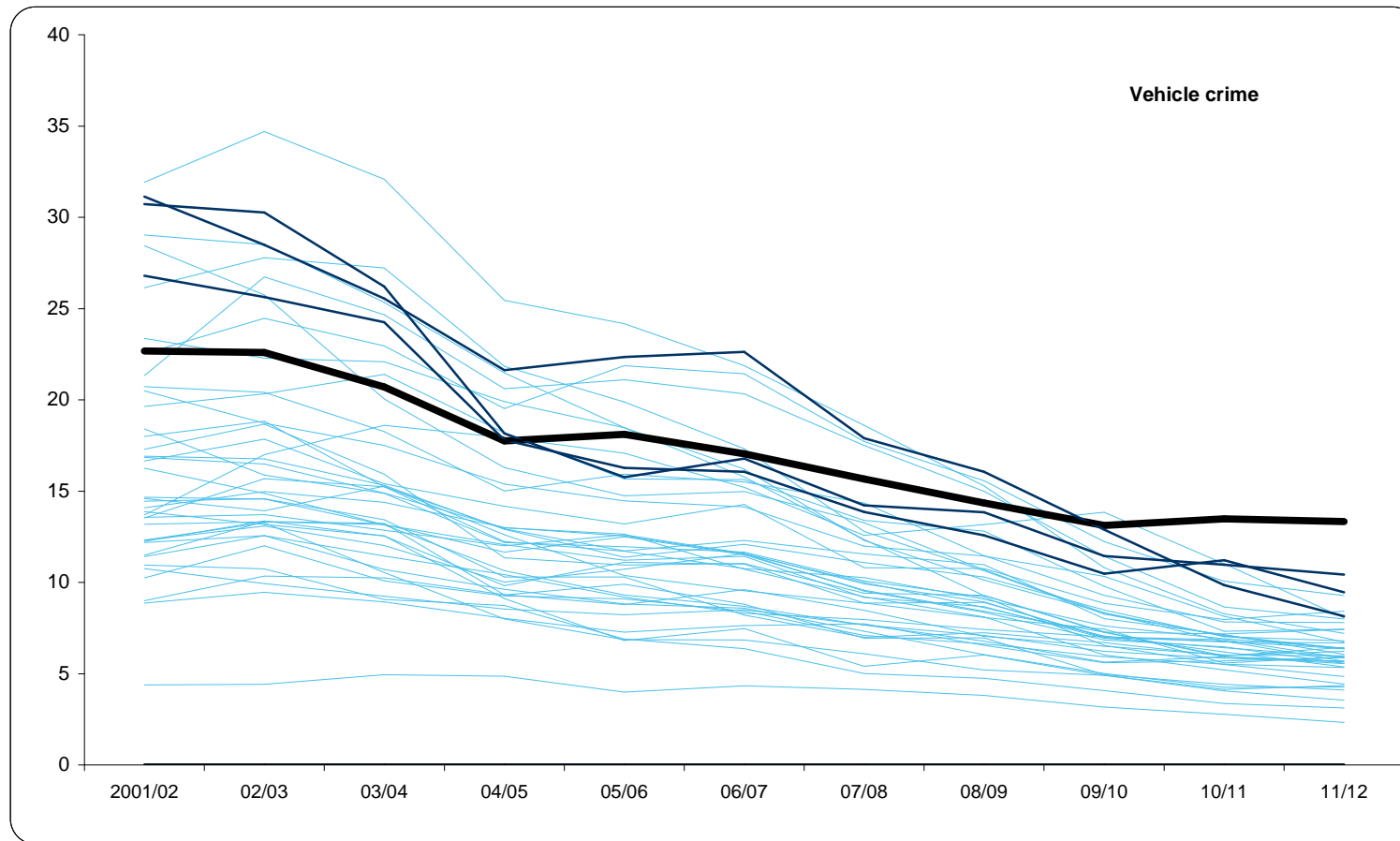
Note range = max - min rate

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



Your force	5.7	5.7	5.8	9.2	11.0	10.2	9.4	9.1	9.0	8.5	7.8
Group	5.7	9.4	11.0	11.3	11.9	11.2	10.0	9.2	8.6	7.8	6.9
All forces	3.8	6.5	8.2	9.0	9.4	8.7	7.7	7.1	6.8	6.3	5.8
Range	7.2	9.9	10.0	9.7	9.1	9.3	8.0	7.1	6.4	5.4	4.9

Metropolitan Police

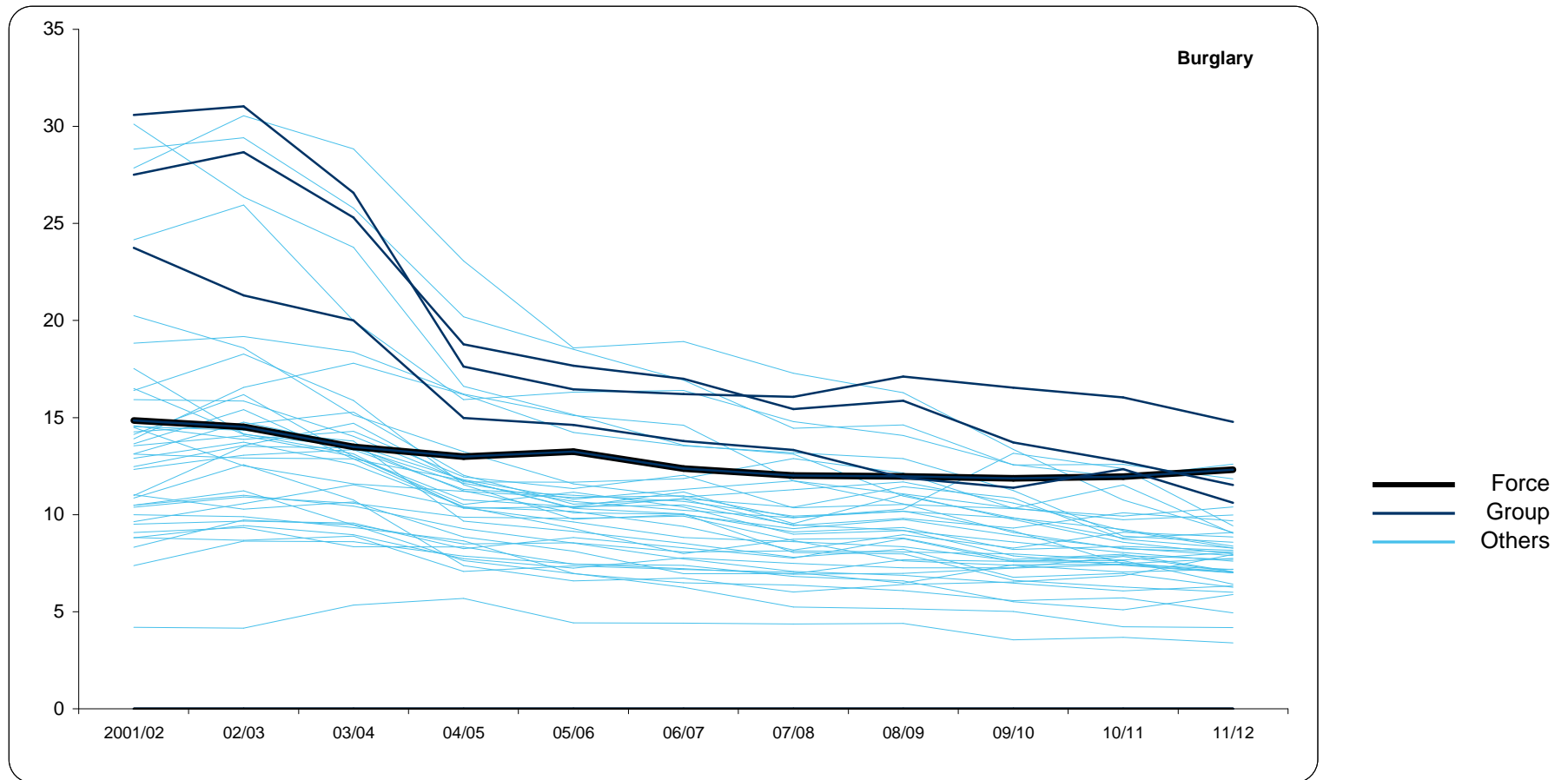


Force
 Group
 Others

Your force	22.7	22.6	20.7	17.8	18.1	17.0	15.7	14.4	13.1	13.5	13.3
Group	27.8	26.7	24.2	18.8	18.1	18.1	15.4	14.2	12.0	11.4	10.3
All forces	17.3	17.7	16.3	13.6	13.0	12.5	10.6	9.6	7.9	6.9	6.4
Range	27.5	30.3	27.1	20.6	20.2	18.3	14.5	12.3	10.7	10.7	11.0

Metropolitan Police

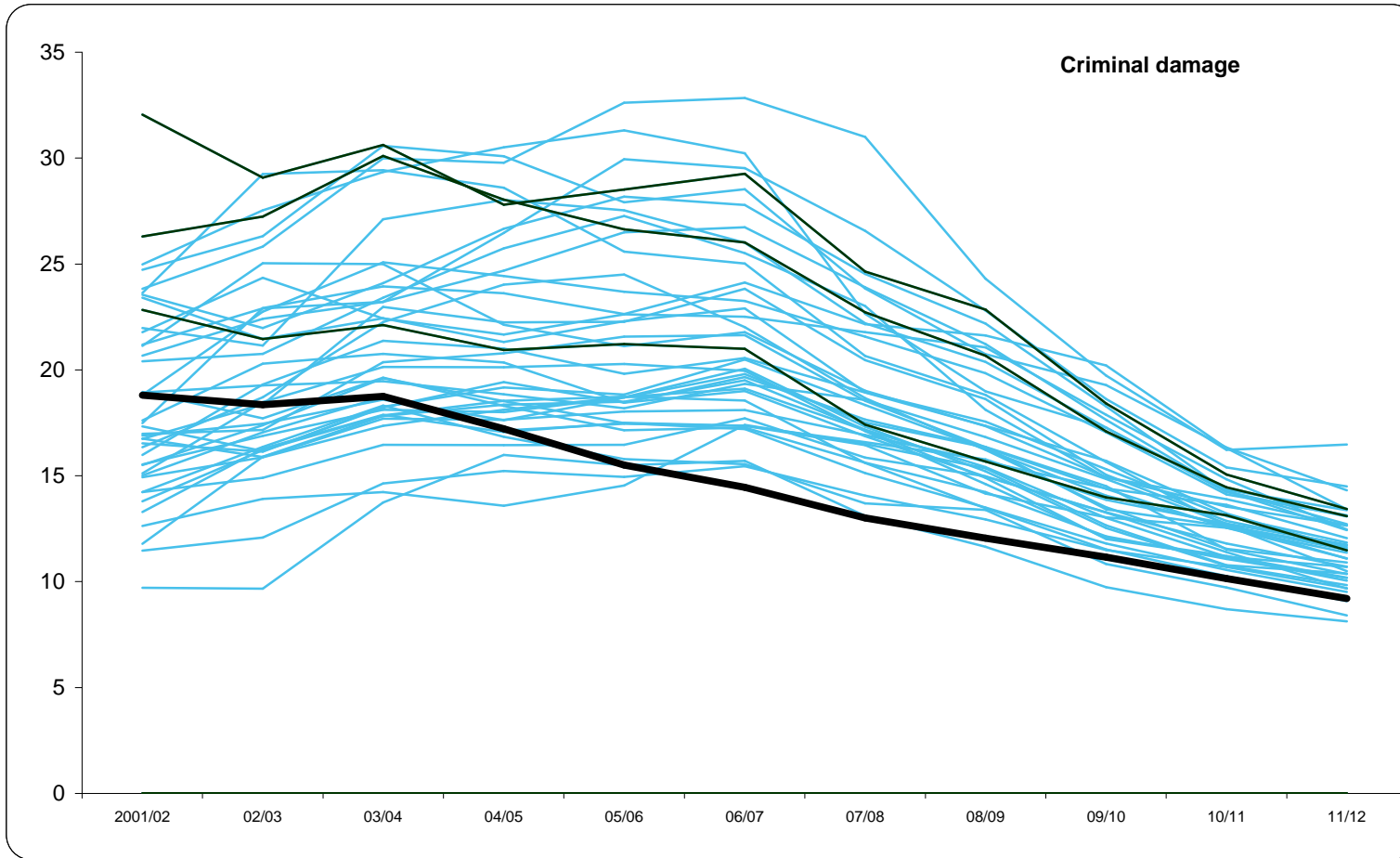
Note range = max - min rate



Burglary is shown per population to maintain consistency

Your force	14.8	14.5	13.5	13.0	13.2	12.4	12.0	12.0	11.9	12.0	12.3
Group	24.2	23.9	21.3	16.1	15.5	14.8	14.2	14.2	13.4	13.3	12.3
All forces	15.0	15.3	14.2	11.7	10.9	10.6	9.9	9.8	9.1	8.7	8.3
Range	26.4	26.9	23.5	17.4	14.2	14.5	12.9	12.7	13.0	12.4	11.4

Metropolitan Police

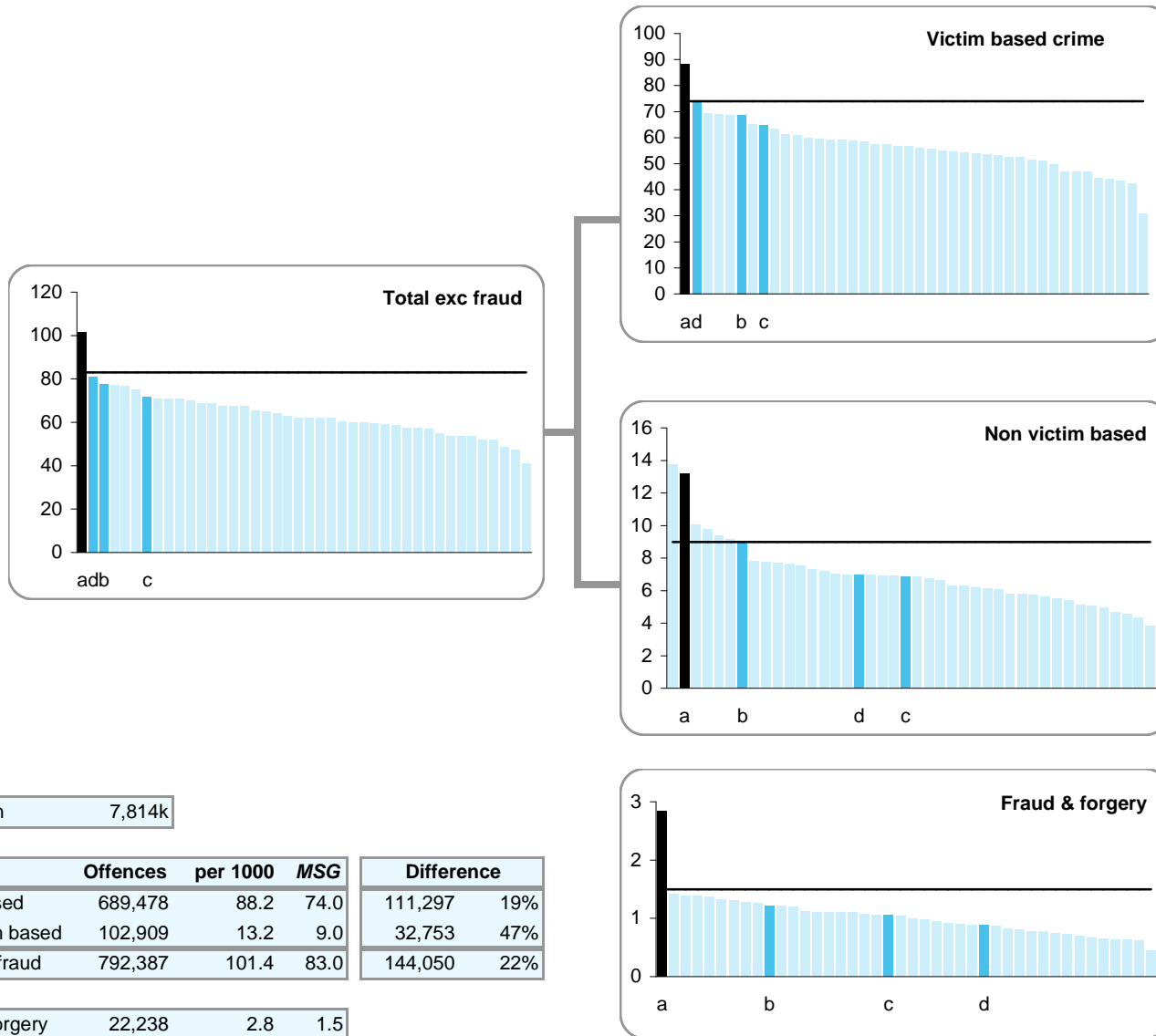


— Force
— Group
— Others

Your force	18.8	18.4	18.7	17.2	15.5	14.5	13.0	12.1	11.2	10.2	9.2
Group	25.0	24.0	25.4	23.5	23.0	22.7	19.4	17.8	15.2	13.2	11.8
All forces	18.4	19.7	21.6	21.5	21.5	21.7	19.1	17.2	14.7	12.7	11.5
Range	22.3	19.6	16.9	16.9	18.1	18.4	18.0	12.6	10.5	7.6	8.3

Metropolitan Police

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



Population 7,814k

	Offences	per 1000	MSG	Difference	
Victim based	689,478	88.2	74.0	111,297	19%
Non victim based	102,909	13.2	9.0	32,753	47%
Total exc fraud	792,387	101.4	83.0	144,050	22%

Fraud & forgery	22,238	2.8	1.5
Grand total	814,625	104.3	84.5

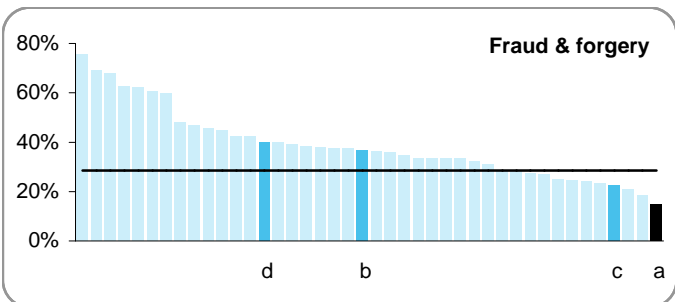
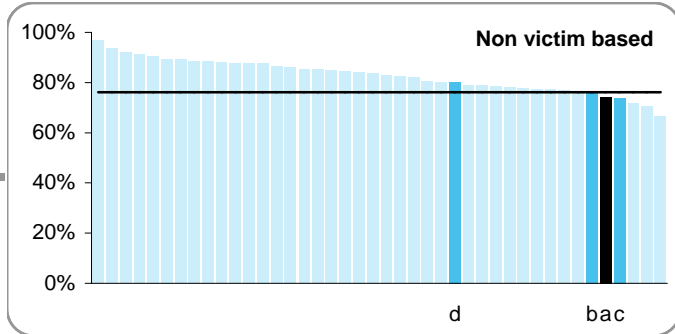
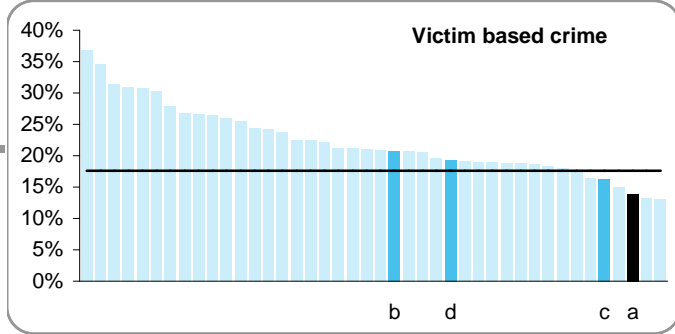
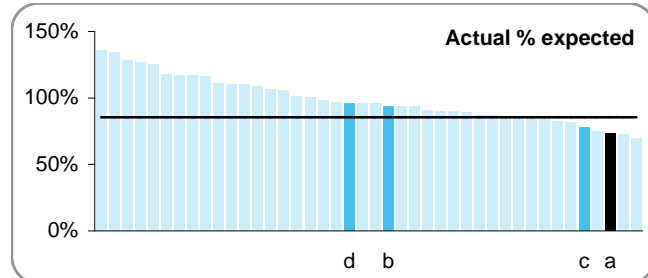
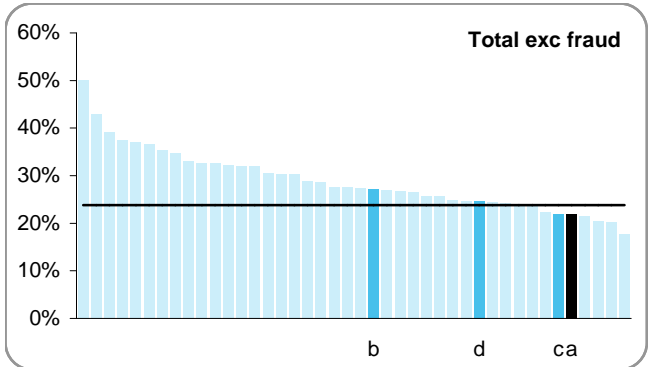
Source: Home Office Crime Statistics 2011/12

SANCTION DETECTIONS - ALL CRIMES

The actual % expected figures shows your detection rate as a percentage of the **national** average detection rate. Hence if above 100%, you are achieving more sanction detections than the national average.

As at March 2012, 23 forces submitted data on community resolutions / restorative justice - this will negatively affect sanction detection rates.

Forces reporting these data are listed in Appendix 3.



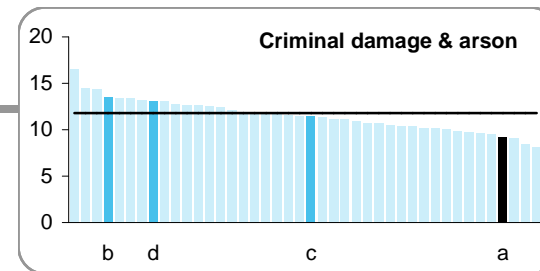
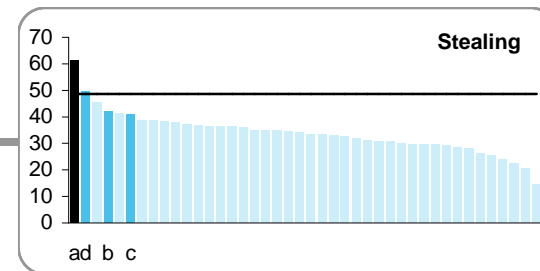
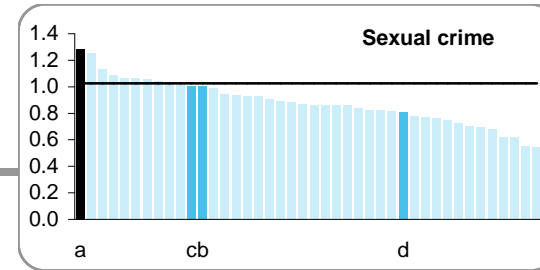
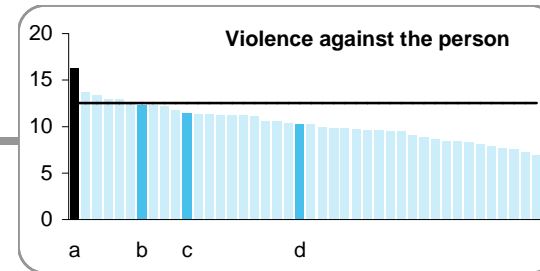
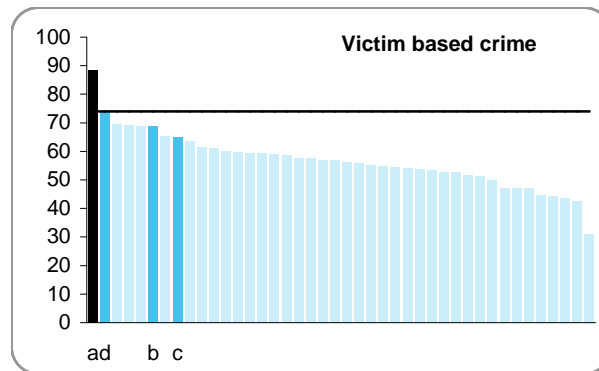
	Offences	SDs	%	MSG	Exp	Diff
Victim based	689,478	95,970	14%	18%	121,450	-25,480
Non victim based	102,909	76,518	74%	76%	81,200	-4,682
Total exc fraud	792,387	172,488	22%	24%	202,650	-30,162

Actual % expected 74%

Fraud & forgery	22,238	3,351	15%	29%	6,348	-2,997
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Source: Home Office Crime Statistics 2011/12

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

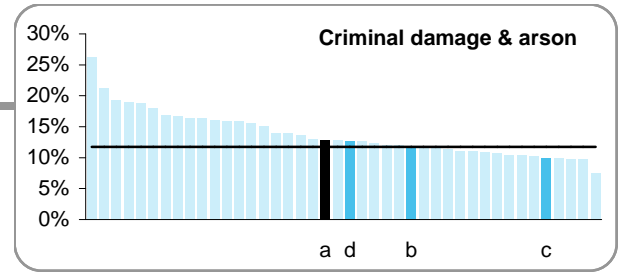
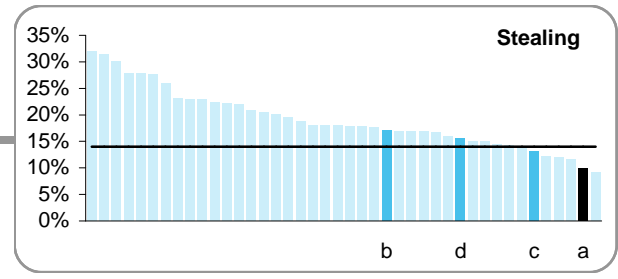
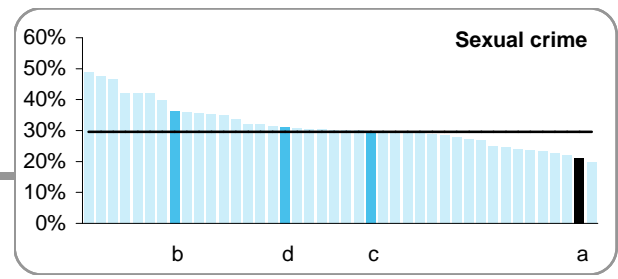
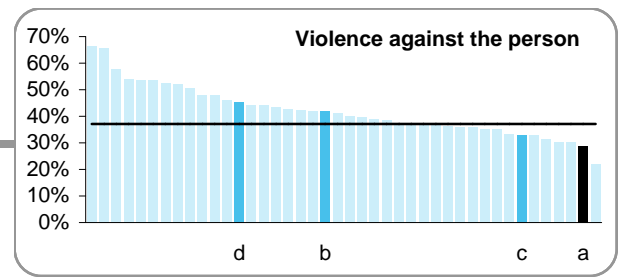


Population 7,814k

	Offences	per 1000	MSG	Difference	
Violence against the person	126,792	16.2	12.5	28,876	29%
Sexual offences	10,036	1.3	1.0	2,023	25%
Stealing	480,672	61.5	48.6	100,669	26%
Criminal damage & arson	71,978	9.2	11.8	-20,271	-22%
Victim based offences	689,478	88.2	74.0	111,297	19%

Source: Home Office Crime Statistics 2011/12

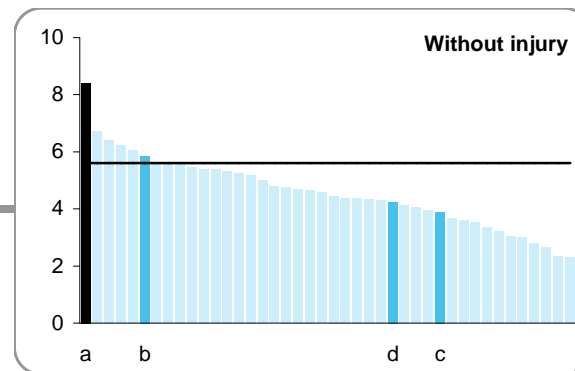
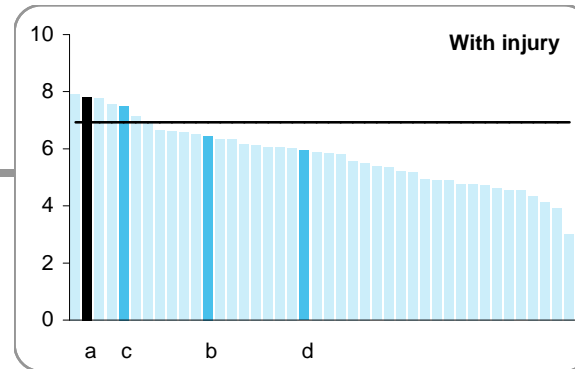
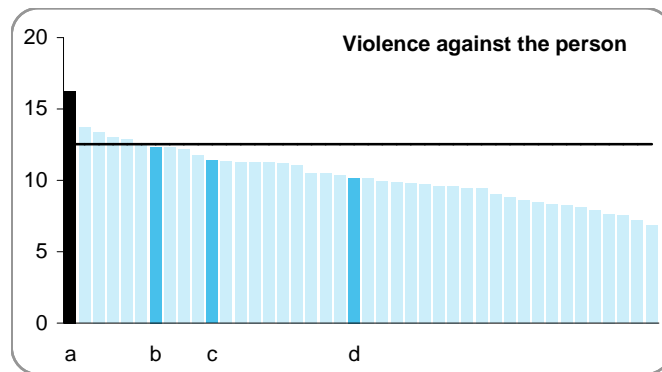
SANCTION DETECTIONS - VICTIM BASED



	Offences	SDs	%	MSG	Exp	Diff
Violence against the person	126,792	36,566	29%	37%	47,139	-10,573
Sexual offences	10,036	2,133	21%	30%	2,969	-836
Stealing	480,672	48,050	10%	14%	62,872	-14,822
Criminal damage & arson	71,978	9,221	13%	12%	8,469	752
Victim based offences	689,478	95,970	14%	18%	121,450	-25,480

Source: Home Office Crime Statistics 2011/12

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

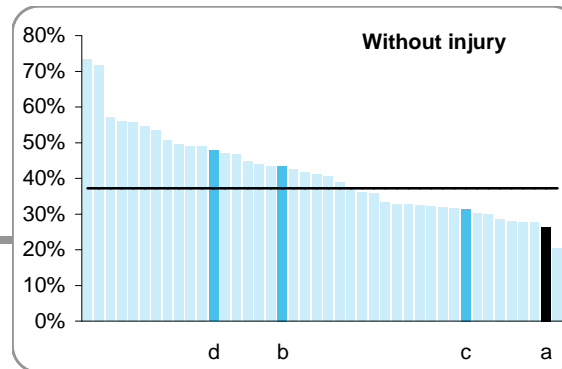
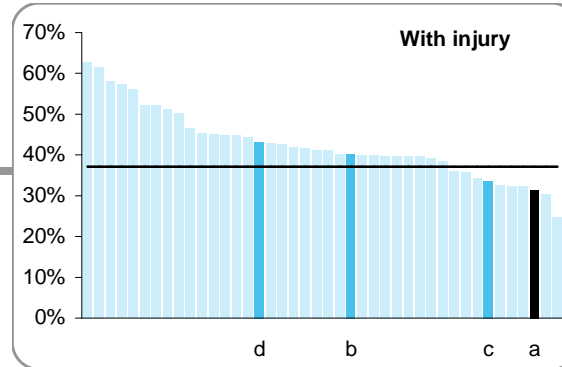
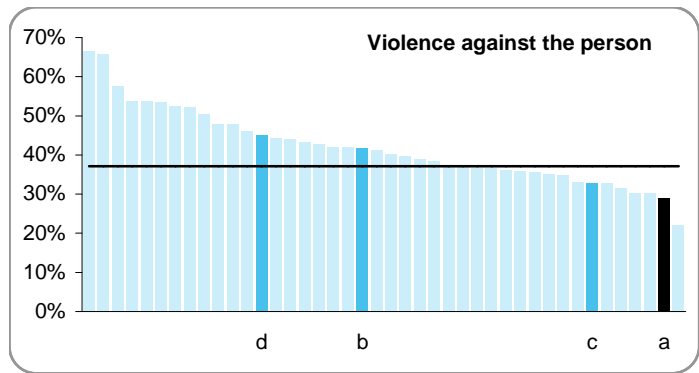


Population 7,814k

	Offences	per 1000	MSG	Difference	
With injury	61,143	7.8	6.9	7,000	13%
Without injury	65,649	8.4	5.6	21,876	50%
Violence against person	126,792	16.2	12.5	28,876	29%

Source: Home Office Crime Statistics 2011/12

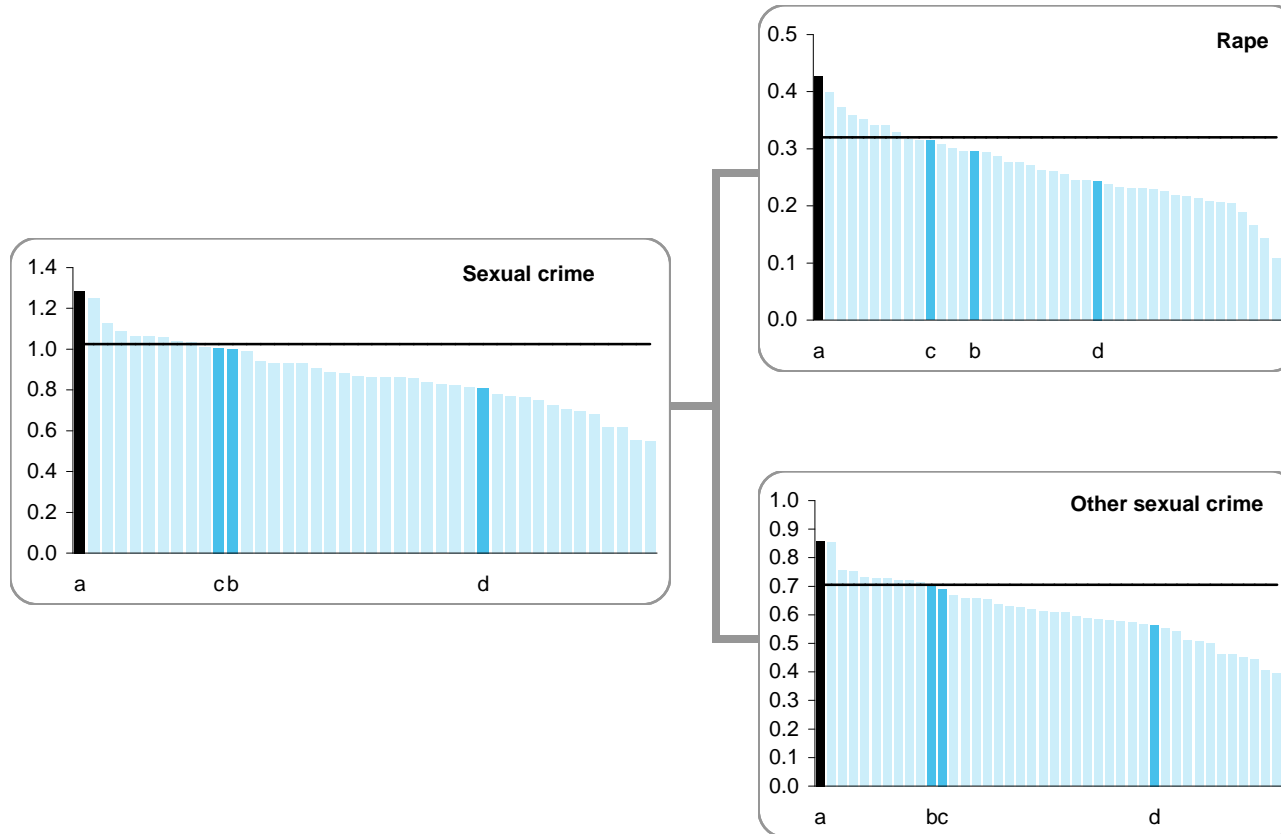
SANCTION DETECTIONS - VIOLENCE AGAINST THE PERSON



	Offences	SDs	%	MSG	Exp	Diff
With injury	61,143	19,217	31%	37%	22,690	-3,473
Without injury	65,649	17,349	26%	37%	24,449	-7,100
Violence against person	126,792	36,566	29%	37%	47,139	-10,573

Source: Home Office Crime Statistics 2011/12

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

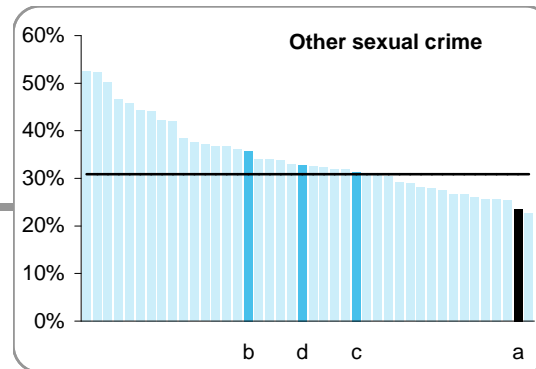
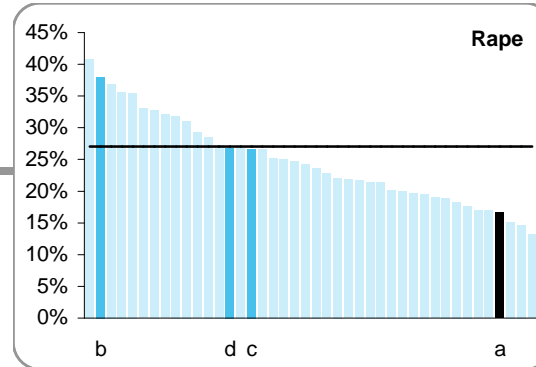
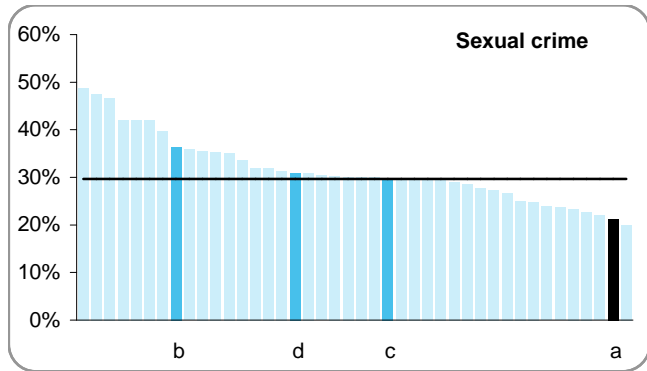


Population 7,814k

	Offences	per 1000	MSG	Difference	
Rape	3,334	0.43	0.32	833	33%
Other sexual offences	6,702	0.86	0.71	1,190	22%
Sexual offences	10,036	1.28	1.03	2,023	25%

Source: Home Office Crime Statistics 2011/12

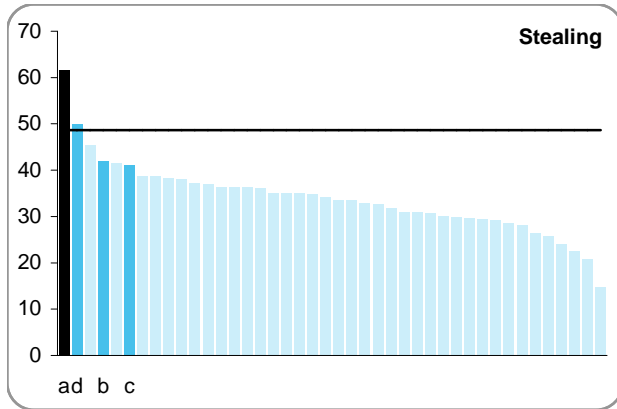
SANCTION DETECTIONS - SEXUAL OFFENCES



	Offences	SDs	%	Msg	Exp	Diff
Rape	3,334	555	17%	27%	901	-346
Other sexual offences	6,702	1,578	24%	31%	2,068	-490
Sexual offences	10,036	2,133	21%	30%	2,969	-836

Source: Home Office Crime Statistics 2011/12

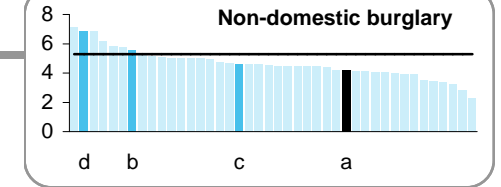
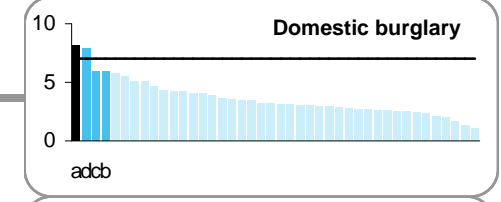
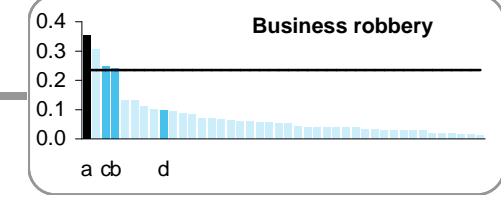
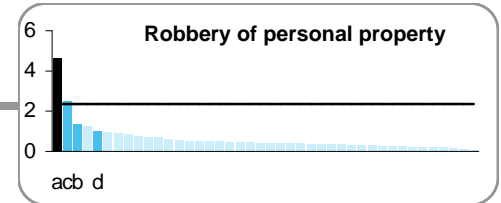
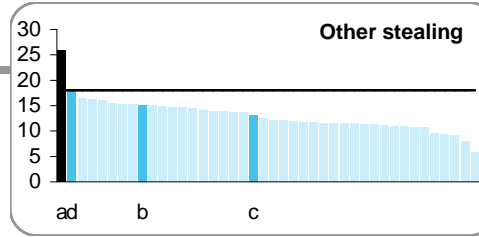
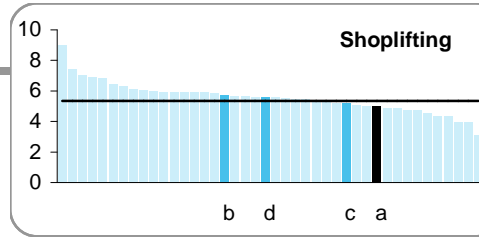
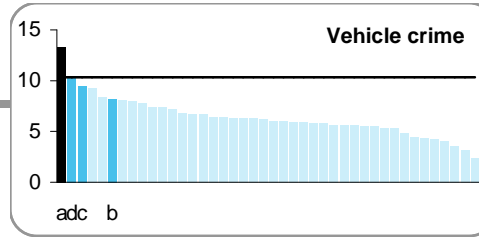
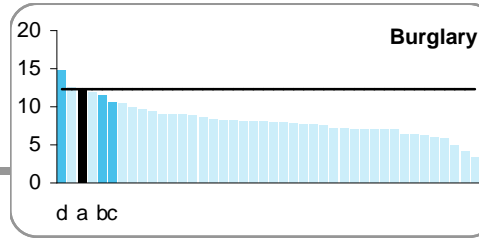
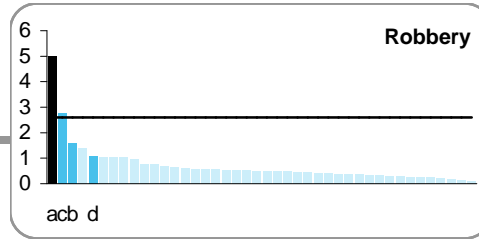
RECORDED OFFENCES - STEALING
2011/12 per 1,000 population



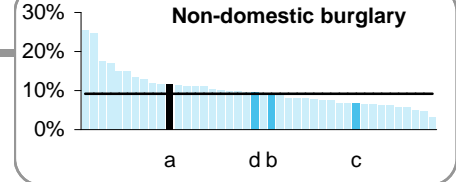
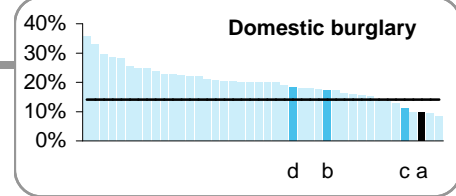
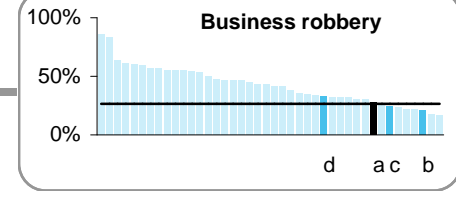
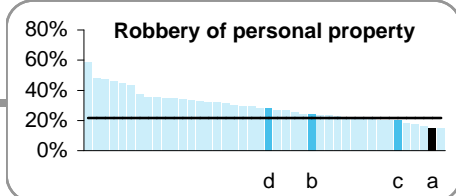
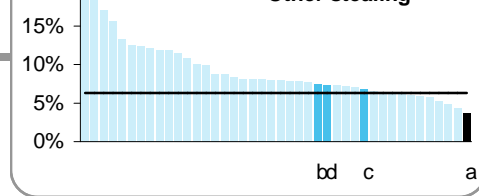
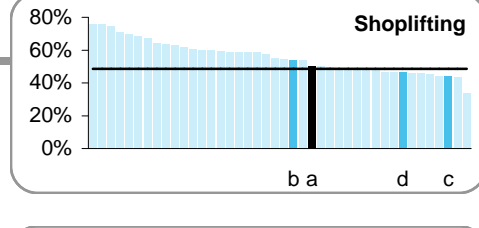
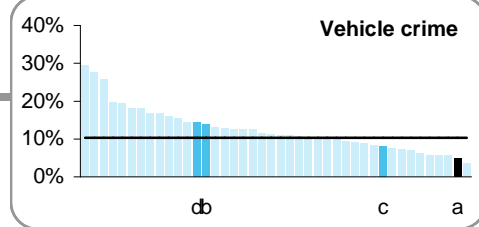
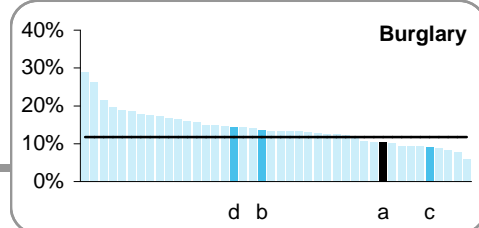
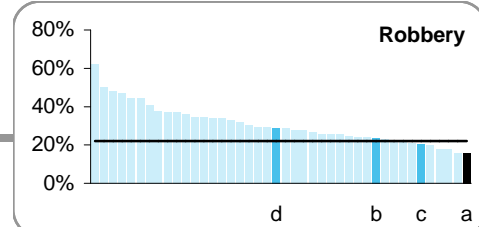
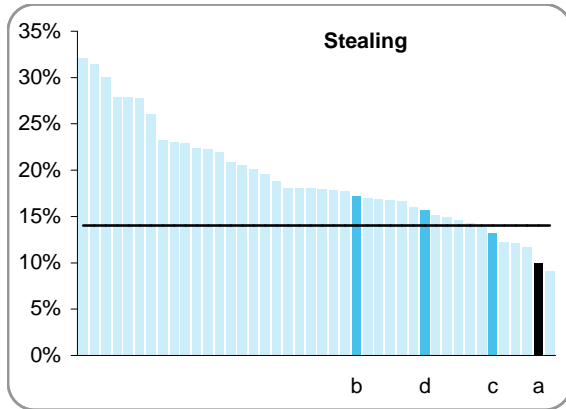
Population 7,814k

	Offences	per 1000	MSG	Difference	
Robbery					
Personal	36,138	4.6	2.4	17,677	96%
Business	2,759	0.4	0.2	924	50%
	38,897	5.0	2.6	18,601	92%
Burglary					
Domestic	63,791	8.2	7.0	8,996	16%
Non-domestic	32,390	4.1	5.3	-8,990	-22%
	96,181	12.3	12.3	6	0%
Vehicle crime	104,183	13.3	10.3	23,387	29%
Shoplifting	38,800	5.0	5.3	-2,994	-7%
Other stealing	202,611	25.9	18.0	61,669	44%
Stealing	480,672	61.5	48.6	100,669	26%

Source: Home Office Crime Statistics 2011/12



SANCTION DETECTIONS - STEALING

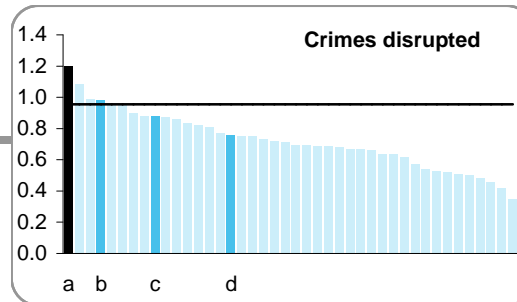
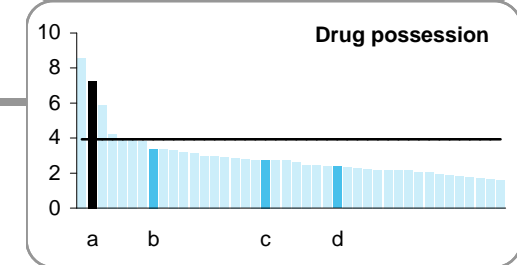
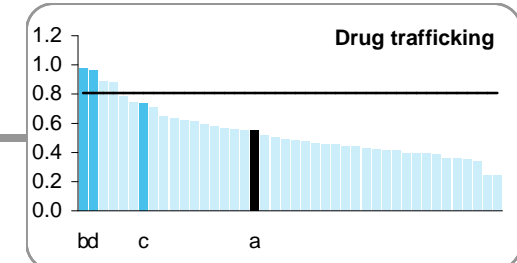
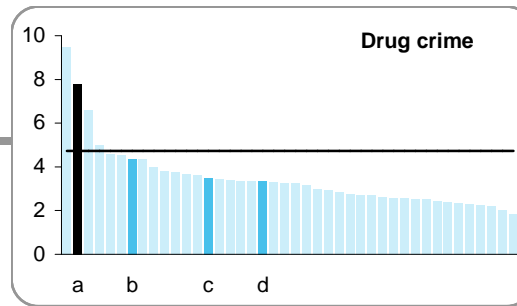
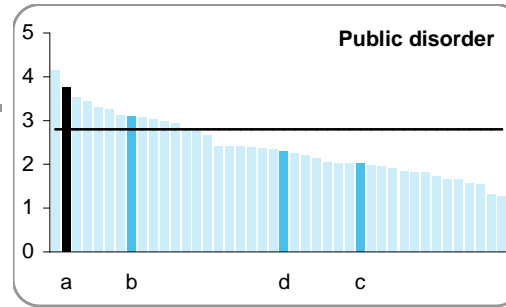
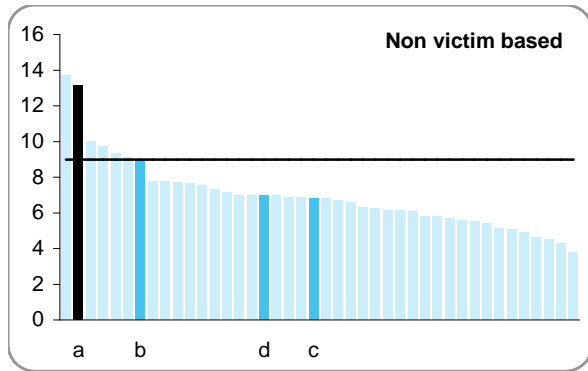


Population 7,814k

	Offences	SDs	%	MSG	Exp	Diff
Robbery						
Personal	36,138	5,296	15%	22%	7,824	-2,528
Business	2,759	758	27%	27%	733	25
Burglary	38,897	6,054	16%	22%	8,557	-2,503
Domestic	63,791	6,102	10%	14%	9,021	-2,919
Non-domestic	32,390	3,721	11%	9%	2,972	749
	96,181	9,823	10%	12%	11,993	-2,170
Vehicle crime	104,183	5,225	5%	10%	10,735	-5,510
Shoplifting	38,800	19,567	50%	49%	18,845	722
Other stealing	202,611	7,381	4%	6%	12,743	-5,362
Stealing	480,672	48,050	10%	14%	62,872	-14,822

Source: Home Office Crime Statistics 2011/12

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

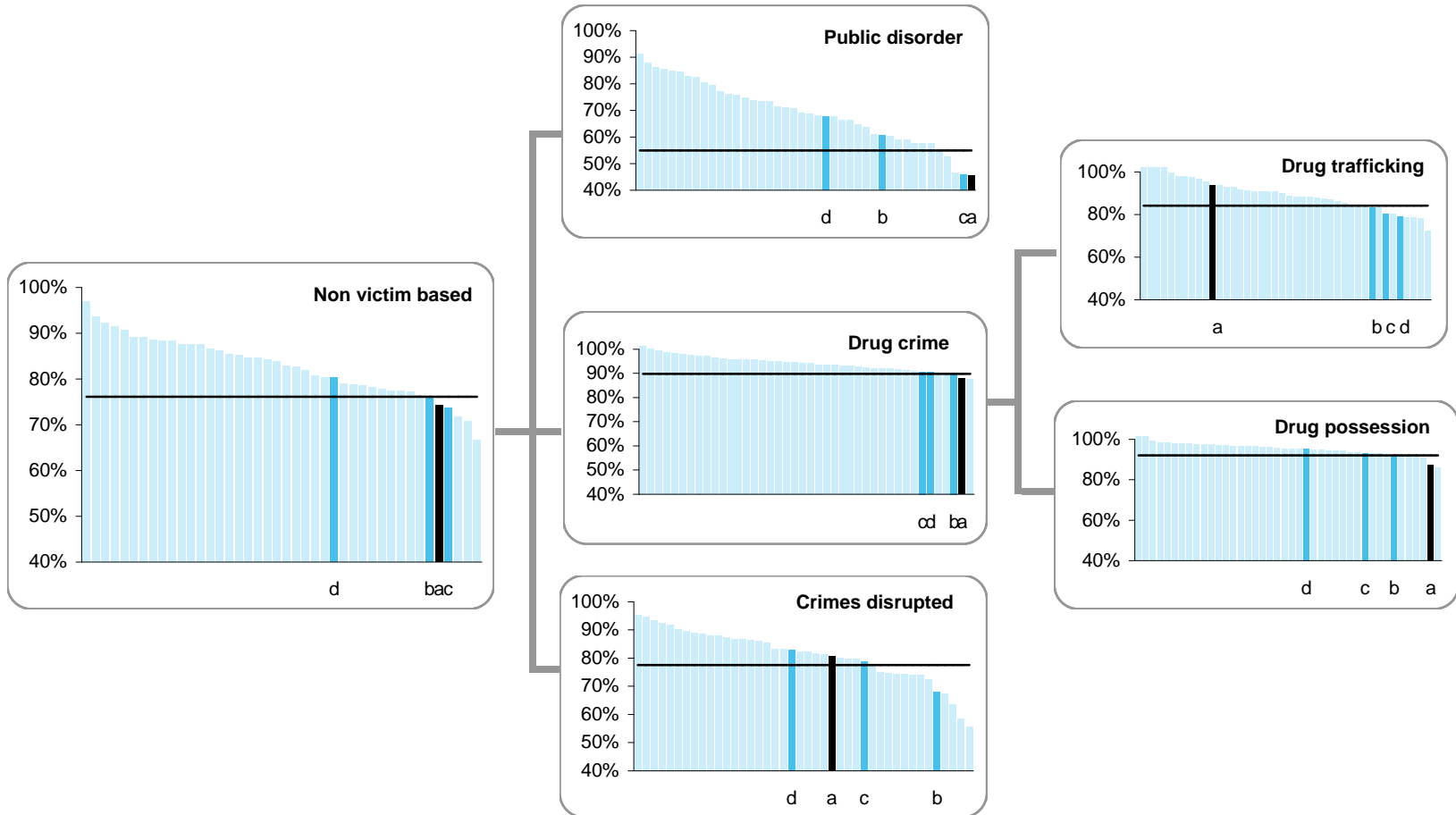


Population 7,814k

	Offences	per 1000	MSG	Difference	
Drug trafficking	4,302	0.6	0.8	-2,004	-32%
Drug possession	56,497	7.2	3.9	25,822	84%
Drug offences	60,799	7.8	4.7	23,818	64%
Public disorder	29,475	3.8	2.8	7,581	35%
Crimes disrupted	9,354	1.2	1.0	1,898	25%
Other non victim based	3,281	0.4	0.5	-544	-14%
Non victim based	102,909	13.2	9.0	32,753	47%

Source: Home Office Crime Statistics 2011/12

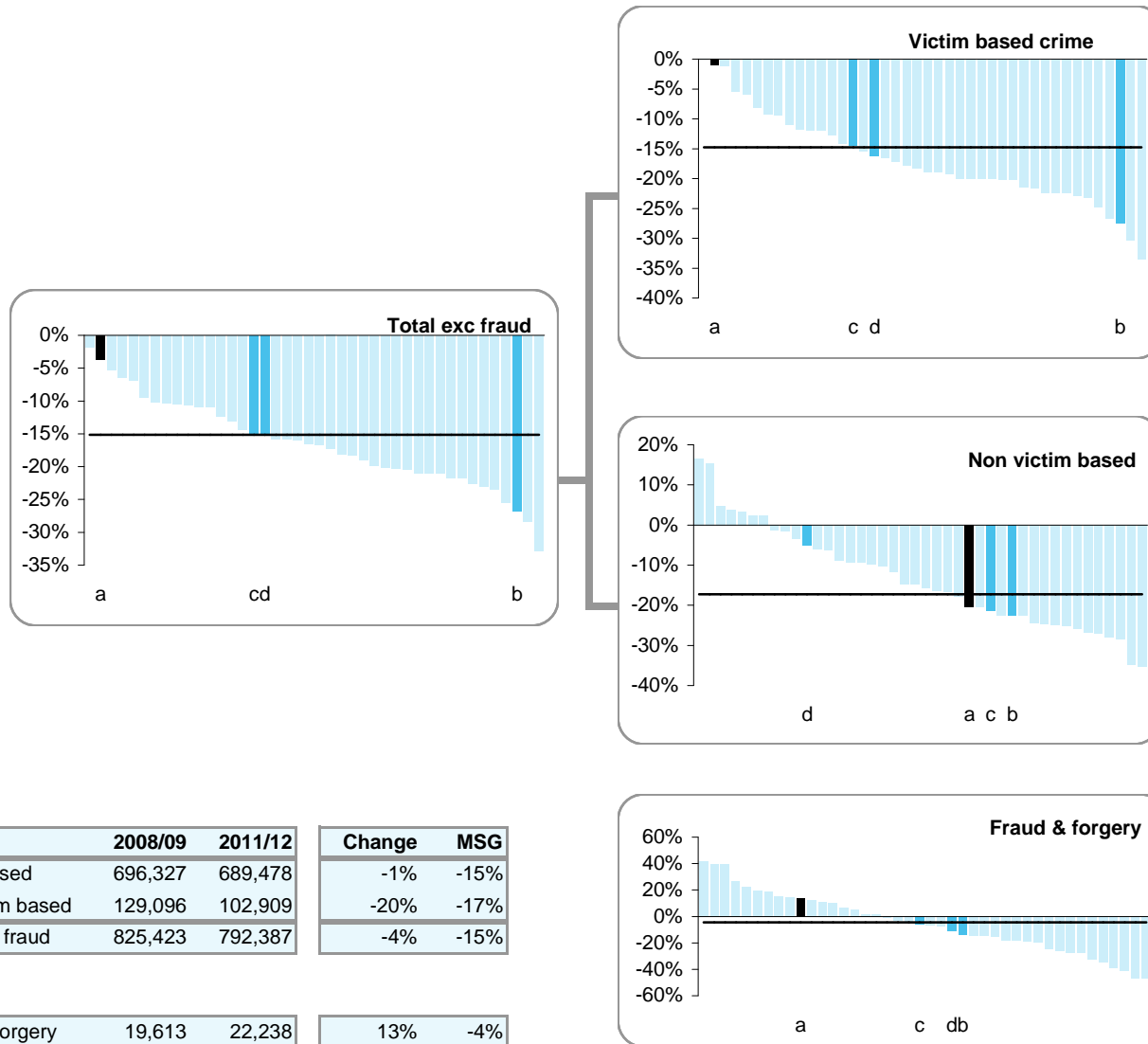
SANCTION DETECTIONS - NON VICTIM BASED



	Offences	SDs	%	MSG	Exp	Diff
Drug trafficking	4,302	4,041	94%	84%	3,620	421
Drug possession	56,497	49,403	87%	92%	52,018	-2,615
Drug offences	60,799	53,444	88%	90%	55,637	-2,193
Public disorder	29,475	13,452	46%	55%	16,200	-2,748
Crimes disrupted	9,354	7,552	81%	78%	7,257	295
Other non victim based	3,281	2,070	63%	64%	2,106	-36
Non victim based	102,909	76,518	74%	76%	81,200	-4,682

Source: Home Office Crime Statistics 2011/12

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

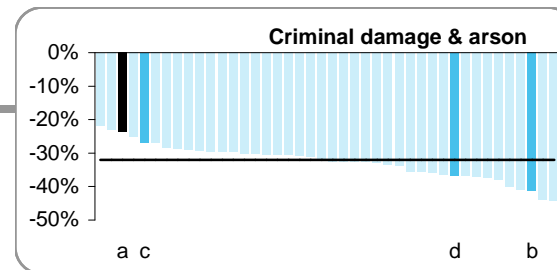
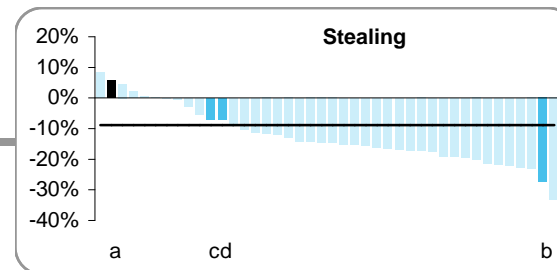
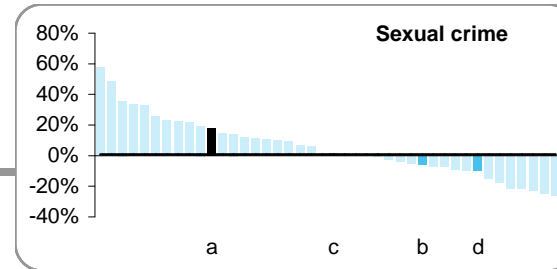
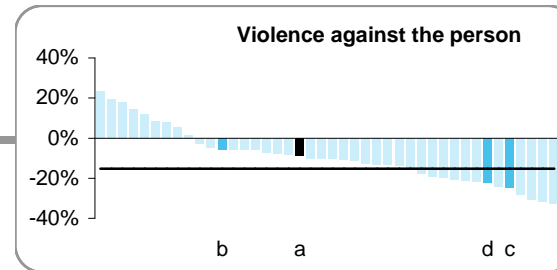
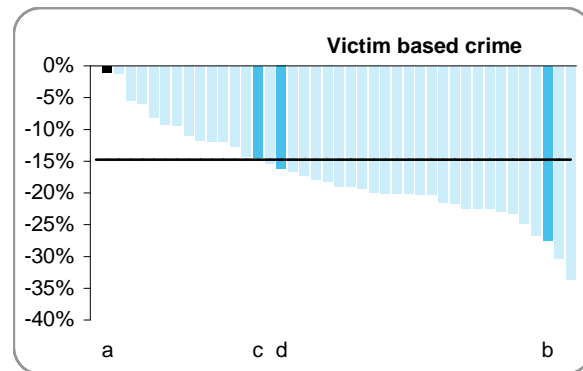


	2008/09	2011/12	Change	MSG
Victim based	696,327	689,478	-1%	-15%
Non victim based	129,096	102,909	-20%	-17%
Total exc fraud	825,423	792,387	-4%	-15%

Fraud & forgery	19,613	22,238	13%	-4%
All crime	845,036	814,625	-4%	-15%

Source: Home Office Crime Statistics 2011/12

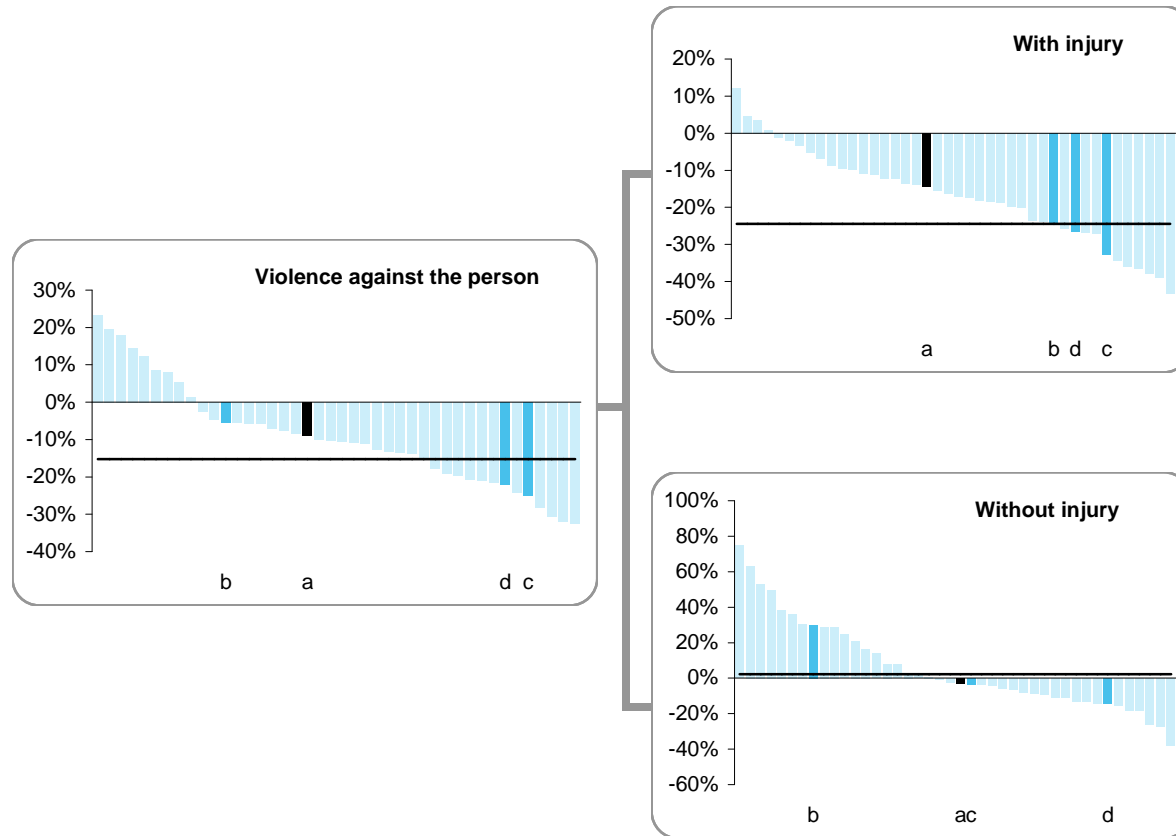
RECORDED OFFENCES - VICTIM BASED
 Change 2008/09 to 2011/12



	2008/09	2011/12	Change	MSG
Violence against person	139,061	126,792	-9%	-15%
Sexual offences	8,535	10,036	18%	1%
Stealing	454,515	480,672	6%	-9%
Criminal damage & arson	94,216	71,978	-24%	-32%
Victim based offences	696,327	689,478	-1%	-15%

Source: Home Office Crime Statistics 2011/12

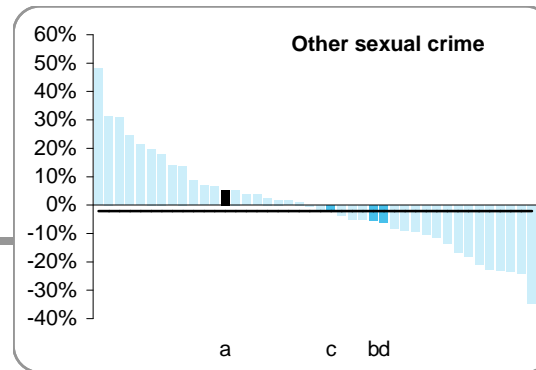
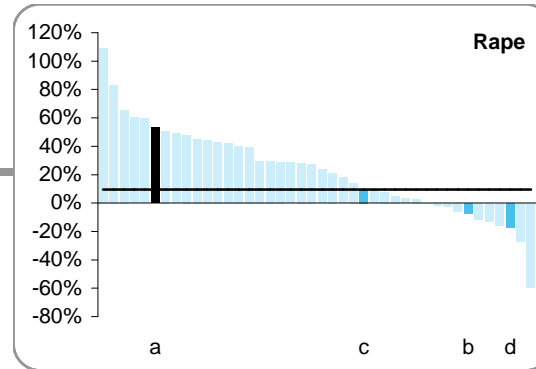
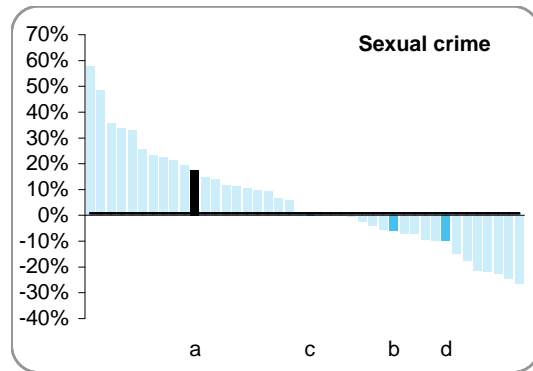
RECORDED OFFENCES - VIOLENCE AGAINST THE PERSON
Change 2008/09 to 2011/12



	2008/09	2011/12	Change	MSG
With injury	71,335	61,143	-14%	-24%
Without injury	67,726	65,649	-3%	2%
Violence against person	139,061	126,792	-9%	-15%

Source: Home Office Crime Statistics 2011/12

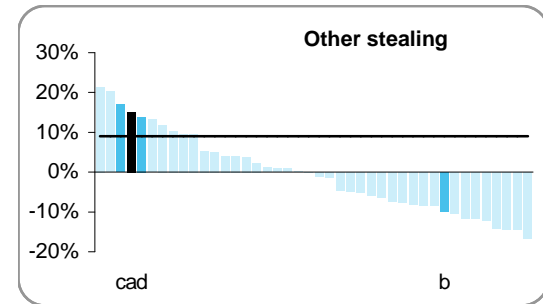
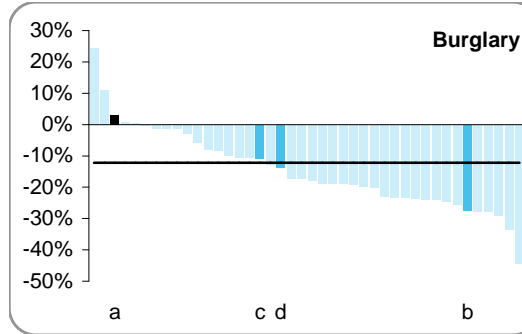
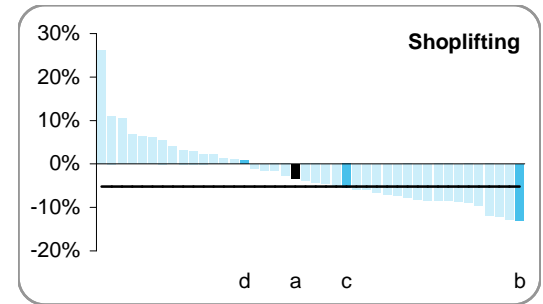
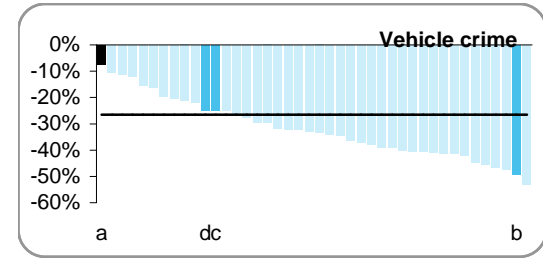
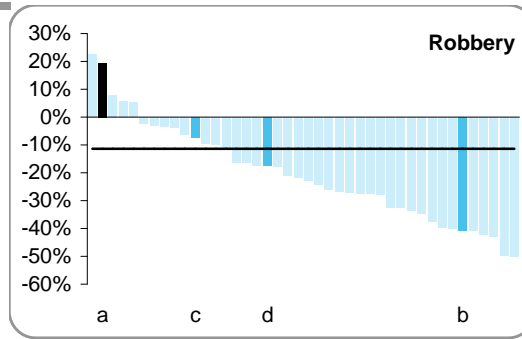
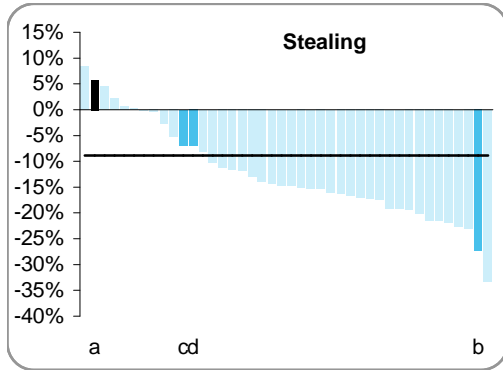
RECORDED OFFENCES - SEXUAL OFFENCES
Change 2008/09 to 2011/12



	2008/09	2011/12	Change	MSG
Rape	2,175	3,334	53%	10%
Other sexual offences	6,360	6,702	5%	-2%
Sexual offences	8,535	10,036	18%	1%

Source: Home Office Crime Statistics 2011/12

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

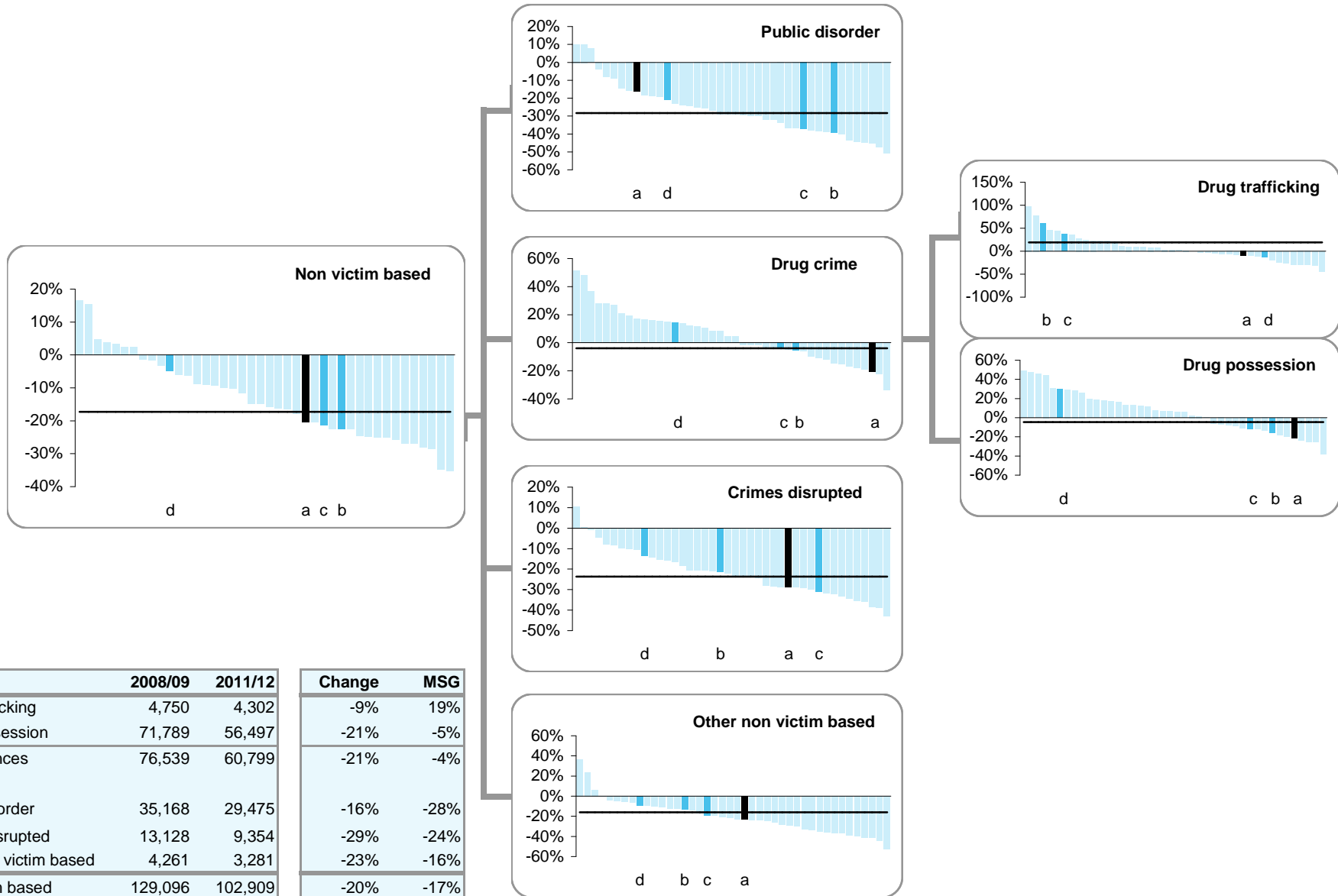


Population 7,814k

	2008/09	2011/12	Change	MSG
Robbery				
Personal	29,344	36,138	23%	-9%
Business	3,211	2,759	-14%	-30%
	32,555	38,897	19%	-11%
Burglary				
Domestic	59,173	63,791	8%	-12%
Non-domestic	34,398	32,390	-6%	-13%
	93,571	96,181	3%	-12%
Vehicle crime	112,175	104,183	-7%	-26%
Shoplifting	40,105	38,800	-3%	-5%
Other stealing	176,109	202,611	15%	9%
Stealing	454,515	480,672	6%	-9%

Source: Home Office Crime Statistics 2011/12

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



	2008/09	2011/12	Change	MSG
Drug trafficking	4,750	4,302	-9%	19%
Drug possession	71,789	56,497	-21%	-5%
Drug offences	76,539	60,799	-21%	-4%
Public disorder	35,168	29,475	-16%	-28%
Crimes disrupted	13,128	9,354	-29%	-24%
Other non victim based	4,261	3,281	-23%	-16%
Non victim based	129,096	102,909	-20%	-17%

Source: Home Office Crime Statistics 2011/12

Metropolitan Police

CHANGE IN SANCTION DETECTIONS %

	2008/09	2011/12	Change	Msg
Victim based	16%	14%	-2%	-2%
Non victim based	83%	74%	-8%	-4%
All crime exc fraud & forgery	26%	22%	-4%	-3%
Fraud & forgery	17%	15%	-2%	-5%
Victim based				
Violence against the person	29%	29%	-1%	-1%
Sexual offences	30%	21%	-9%	1%
Stealing	12%	10%	-2%	-3%
Criminal damage & arson	13%	13%	0%	-1%
Non victim based				
Public disorder	60%	46%	-15%	-9%
Drug offences	94%	88%	-6%	-4%
Crimes disrupted	85%	81%	-4%	-7%
Other non victim based	70%	63%	-7%	-7%
Violence against the person (VAP)				
VAP with injury	32%	31%	-1%	-1%
VAP without Injury	26%	26%	0%	0%
Sexual offences				
Rape	34%	17%	-17%	-2%
Other sexual offences	29%	24%	-5%	2%
Stealing				
Personal robbery	16%	15%	-1%	0%
Business robbery	24%	27%	3%	4%
Domestic burglary	13%	10%	-3%	-1%
Non Domestic burglary	11%	11%	1%	-1%
Vehicle crime	7%	5%	-2%	0%
Shoplifting	57%	50%	-7%	-15%
Other stealing	4%	4%	-1%	-2%
Drugs				
Drug trafficking	89%	94%	5%	1%
Drug possession	94%	87%	-7%	-4%

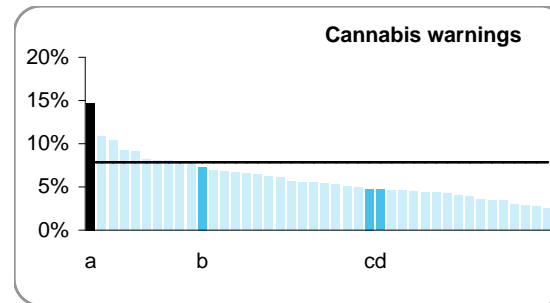
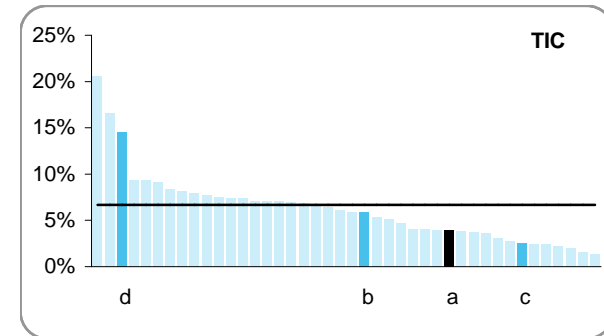
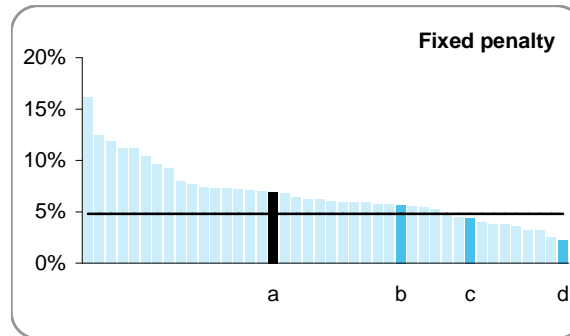
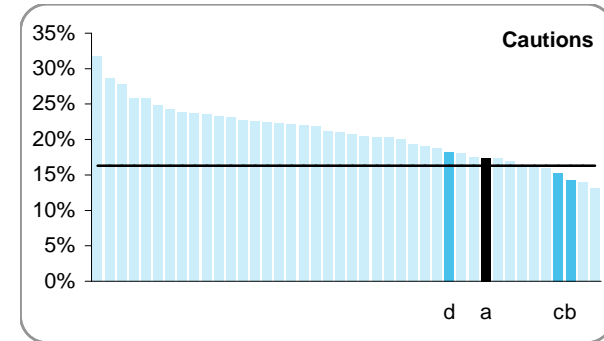
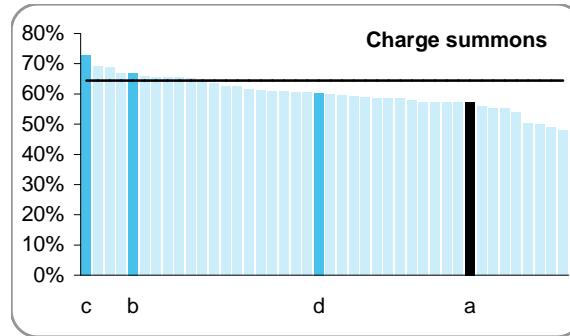
Note: Please be aware that community resolutions / restorative justice may impact on changes in sanction detection rates.

Source: Home Office Crime Statistics 2011/12

Metropolitan Police

SANCTION DETECTIONS BY TYPE 2011/12

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



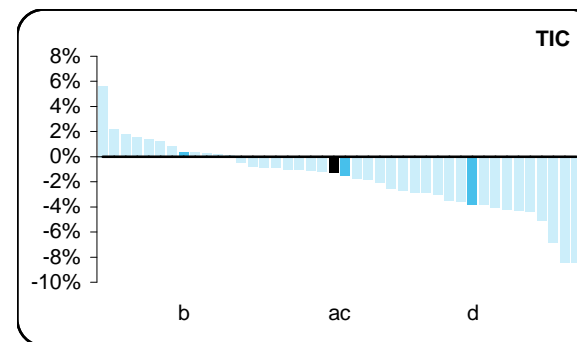
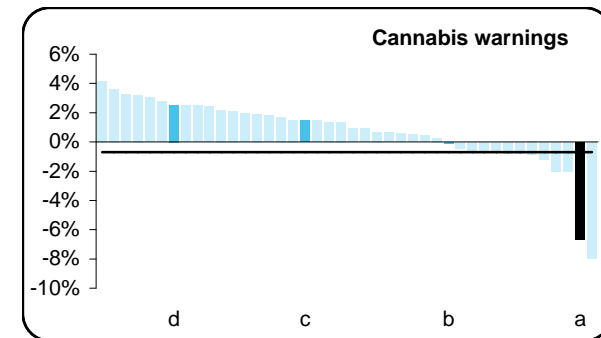
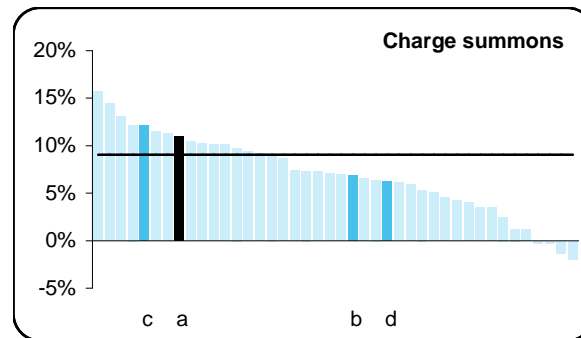
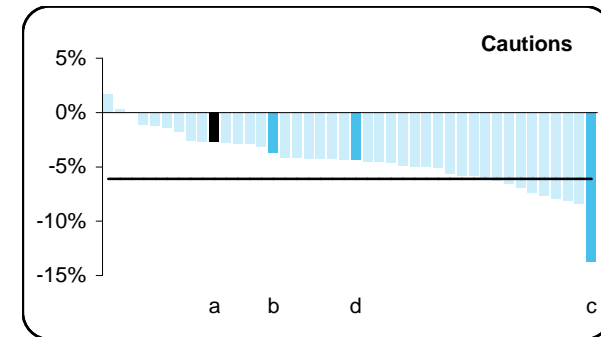
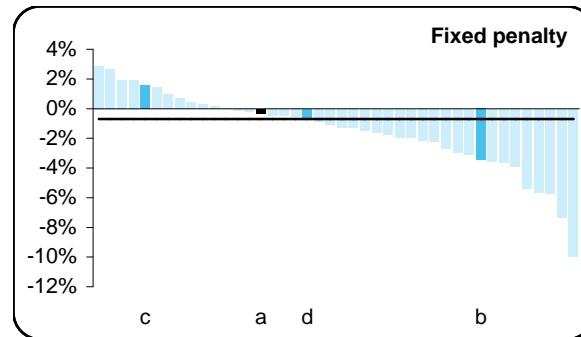
	%	MSG
Charge summons	57%	64%
Cautions	17%	16%
Penalty notices	7%	5%
Cannabis warnings	15%	8%
Taken into consideration	4%	7%
Total	100%	100%

Source: Home Office Crime Statistics 2011/12

CHANGES IN DETECTION TYPES

Changes 2008/09 to 2011/12

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



	2008/09	2011/12	Change	MSG
Charge summons	46%	57%	11%	9%
Cautions	20%	17%	-3%	-6%
Penalty notices	7%	7%	0%	-1%
Cannabis warnings	21%	15%	-7%	-1%
Taken into consideration	5%	4%	-1%	0%
Total	100%	100%		

Source: Home Office Crime Statistics 2011/12

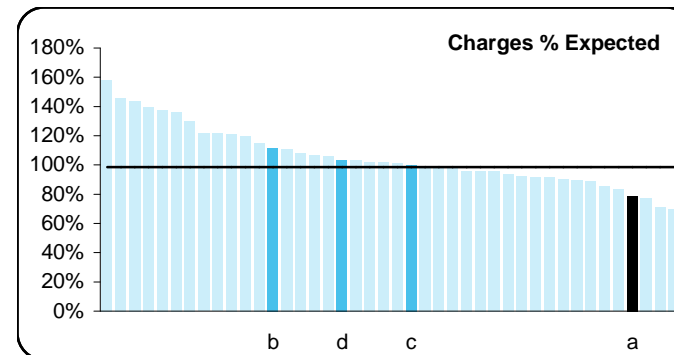
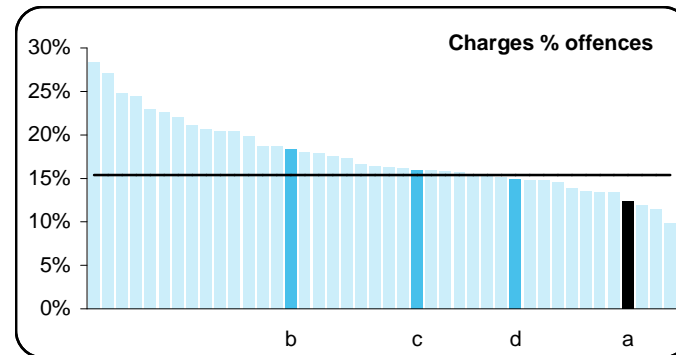
CHARGES

2011/12

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

	Offences	Charges	%	MSG	Diff from expected
Victim based					
VAP with injury	61,143	13,562	22%	28%	-3,594
VAP without Injury	65,649	11,362	17%	27%	-6,207
Rape	3,334	555	17%	27%	-337
Other sexual offences	6,702	1,412	21%	28%	-441
Domestic burglary	63,791	3,208	5%	8%	-1,578
Non-domestic burglary	32,390	2,595	8%	6%	595
Robbery of personal property	36,138	4,970	14%	19%	-2,007
Business robbery	2,759	710	26%	26%	-7
Vehicle crime	104,183	3,006	3%	5%	-2,351
Shoplifting	38,800	11,390	29%	33%	-1,568
Other stealing	202,611	5,264	3%	4%	-3,461
Criminal damage & arson	71,978	5,865	8%	8%	77
Non-victim based					
Public disorder	29,475	9,176	31%	41%	-2,771
Drug trafficking	4,302	3,765	88%	70%	755
Drug possession	56,497	12,699	22%	30%	-4,018
Crimes disrupted	9,354	6,533	70%	64%	518
Other non victim based	3,281	1,844	56%	56%	6
Total exc fraud	792,387	97,916	12%	15%	-26,389
Fraud & forgery	22,238	2,605	12%	21%	-2,112
All crime	814,625	100,521	12%	15%	-28,500

Source: Home Office Crime Statistics 2011/12



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

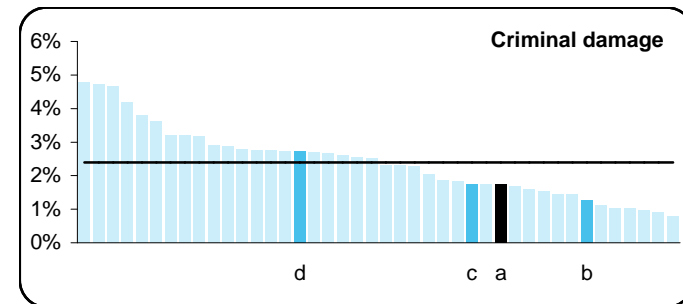
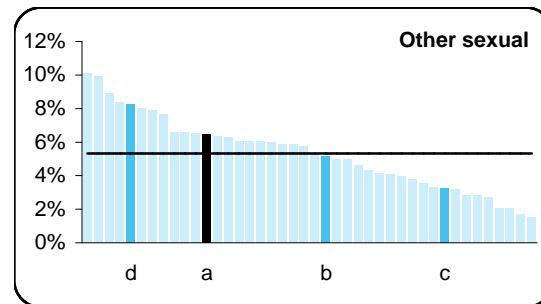
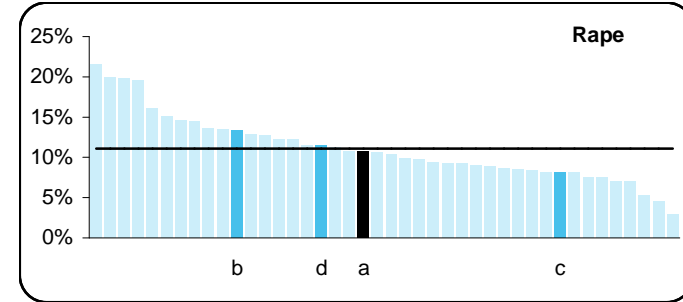
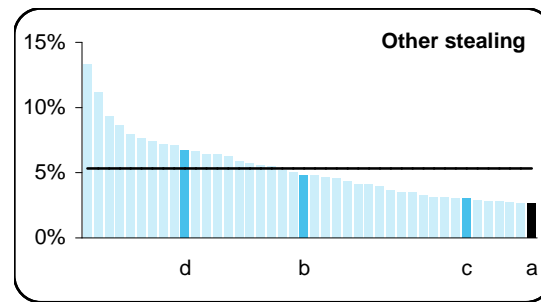
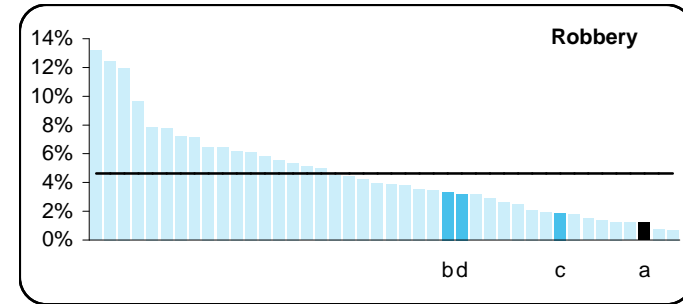
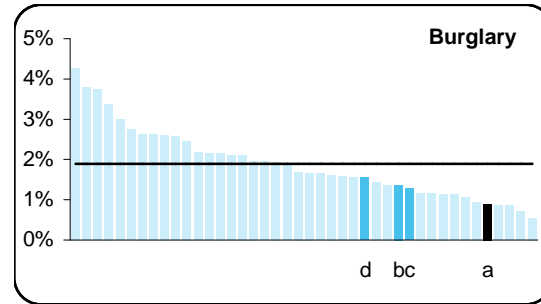
NO CRIME

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

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

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

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



	2008/09	2009/10	2010/11	2011/12	Average
Burglary	1.1%	1.2%	1.0%	0.9%	1.9%
Robbery	1.3%	1.3%	1.5%	1.2%	4.6%
Other stealing	2.0%	2.4%	2.8%	2.7%	5.3%
Rape	20.7%	12.9%	9.6%	10.7%	11.1%
Other sexual	1.5%	6.3%	6.4%	6.5%	5.3%
Criminal damage	1.8%	1.7%	2.0%	1.7%	2.4%

Source: Home Office Crime Statistics 2011/12

Please note:

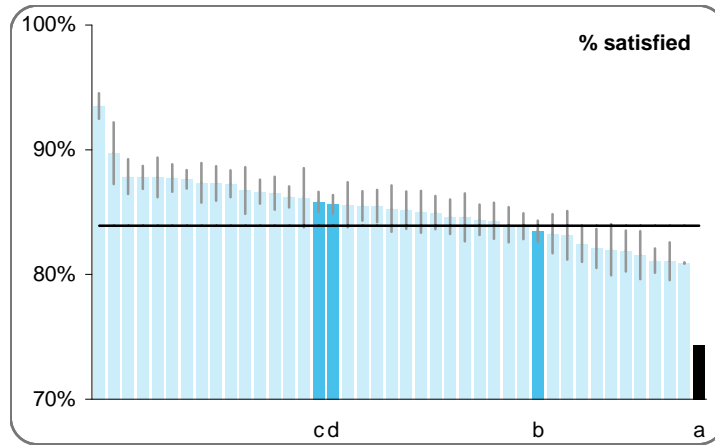
The proportion of 'no crimes' does not in itself infer high or low compliance with the overall requirements of the HOCA. Levels of 'no criming' are particularly susceptible to local recording practice and the IT systems in use. A police force having a high level of 'no crimes' may be indicative of that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

OVERALL SATISFACTION

2011/12 percentage satisfied

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

95% confidence intervals are also shown.



		Avg
Satisfaction	74.3%	83.9%
Confidence interval	0.7%	0.2%

Source: Victims of Crime Survey 2011/12

Metropolitan Police

Appendix 1 – Crime Codes

Offences included in each category

1. Victim-based

1.1. Violence against the person

1.1.1. Violence with injury

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

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

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

1.2. Sexual offences

1.2.1. Rape

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

1.2.2. Other sexual offences (excluding rape)

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

1.3. Acquisitive crime

1.3.1. Burglary

1.3.1.1. Domestic burglary

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

1.3.1.2. Non-domestic burglary

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

1.3.2.1. Robbery - personal

- 34B Robbery of personal property

1.3.2.2. Robbery - business

- 34A Robbery of business property

1.3.3. Vehicle crime

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

1.3.4. Shoplifting

- 46 Shoplifting

1.3.5. Other acquisitive crime

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

1.4. Criminal damage & arson

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

2. Non victim-based Crime

2.1. Public disorder

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

2.2. Drug offences

2.2.1. Drug trafficking

92A Trafficking in controlled drugs

2.2.2. Drug possession

92C Other drug offences

92D Possession of controlled drugs (excl. cannabis)

92E Possession of controlled drugs (cannabis)

92B Historic code possession of controlled drugs

2.3. Crimes disrupted

8B Historic code - possession of weapons

5C Possession of items to endanger life

10A Possession of firearms with intent

10B Possession of firearms offences

10C Possession of other weapons

10D Possession of article with blade or point

33 Going equipped for stealing, etc

53J Possession of articles for use in fraud

54 Handling stolen goods

59 Threat or possession with intent to commit criminal damage

61A Possession of false documents

90 Other knife offences

2.4. Other state-based offences

15 Concealing an infant death close to birth

26 Bigamy

55 Bankruptcy and insolvency

67 Perjury

68 Libel

75 Betting, gaming and lotteries

76 Aiding suicide

78 Immigration Acts

79 Perverting the course of justice

80 Absconding from lawful custody

81 Other firearms offences

82 Customs and Revenue offences

83 Bail offences

84 Trade descriptions etc

85 Health and Safety offences

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

3. Fraud & forgery

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

Appendix 2 – POA Categories

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

1) Local policing

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

2) Dealing with the public

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

3) Criminal justice arrangements

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

4) Road policing

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

5) Specialist operations

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

6) Intelligence

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

7) Specialist investigations

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

8) Investigative support

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

9) National policing

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

10) Support functions

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

11) Police authority

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

12) Central costs

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

Appendix 3

Restorative Justice / Community resolutions

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

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

Outsourcing of Custody

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

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