

HMIC Summary Value for Money Profile 2016

Norfolk Constabulary

compared with:

Wiltshire, Lincolnshire, Devon & Cornwall, West Mercia, North Yorkshire, Suffolk, North Wales and Norfolk.



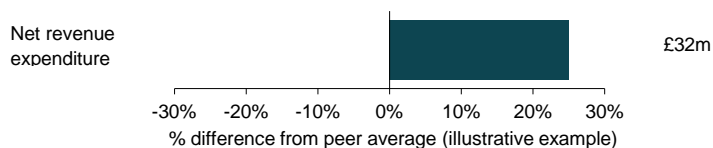
Comparisons are one of the most powerful ways of making data about the police service transparent. They expose important differences between forces and enable those without specialist knowledge of policing to find answers to questions and understand how the service provides value for public money.

HMIC's Value for Money (VfM) profiles provide comparative data on a wide range of policing activities. Rather than showing all of the details, this summary profile is designed to show you how this force differs from other similar forces. Does it spend more or less than the average? How differently does it invest its resources? Does it face greater or fewer demands? How does the crime rate differ from those in comparable force areas?

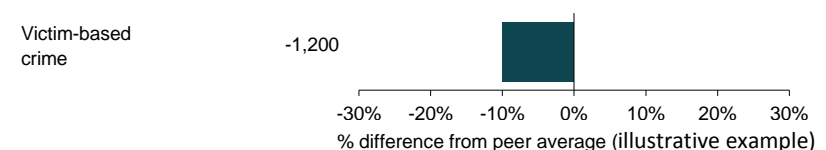
From these starting points, the full profiles allow you to investigate further those differences identified by this summary and we encourage readers to probe further in areas of data where the information prompts particular questions. However, the full profiles also raise additional questions. Why are some forces spending over four times more per head of population on criminal justice than others? Why does one force have a noticeably greater number of officers working in business support, compared to similar forces?

How to use this summary

Bar charts show the percentage difference between your force's income, expenditure or demand (known as the value), and the average for those forces which are most similar to it (known as its peers). The figures to the left or right of the bars are not the values themselves; rather they show the net 'cost' or impact of the variation. For example, they show the number of additional 999 calls a 10% difference to the average rate makes or how many fewer recorded crimes visible officers are dealing with in the force. Two illustrative examples (for a 'dummy' force) are shown below:



This force's net revenue expenditure per head of population is 25% above the average of its peers. This difference equates to a cost of £32m compared to if the force was spending the average of its peers.



This force's level of recorded victim-based crime is 10% lower than the average of its peers. This equates to 1,200 fewer victim-based crimes compared to if the force had the average recorded crime rate of its peers.

In all cases, details of the data used and relevant caveats can be found in the full profiles document (available from HMIC's website, <http://www.justiceinspectorates.gov.uk/hmic/>).

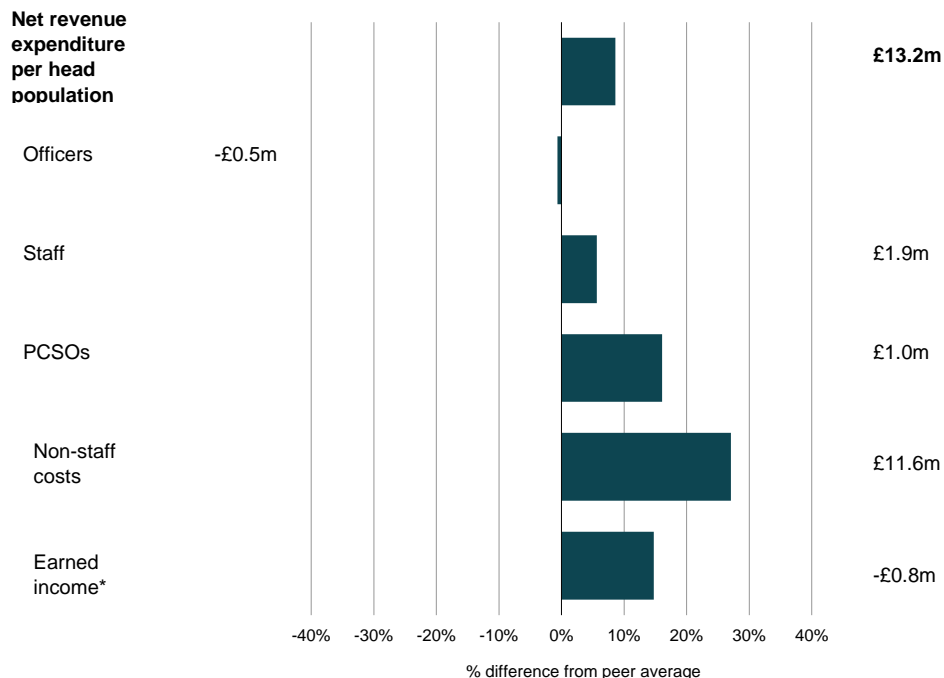
On the final page of this summary, we provide a list of all of the categories from the full VfM profile in which the force's spend is an outlier. The force's figures are compared to the spend of other forces. To be flagged as an outlier, the spend must be one of the highest 10 percent or lowest 10 percent of any force, and the effect of the difference must be at least £1 per head of population.

Income and expenditure in Norfolk

Force's estimated expenditure and income in 2016/17.

1. How does the force's income and expenditure compare with peers?

The chart belows shows how total net revenue expenditure, and spending on staff costs (police officers, staff, PCSOs), non staff costs and earned income compares with other forces in its most similar group.



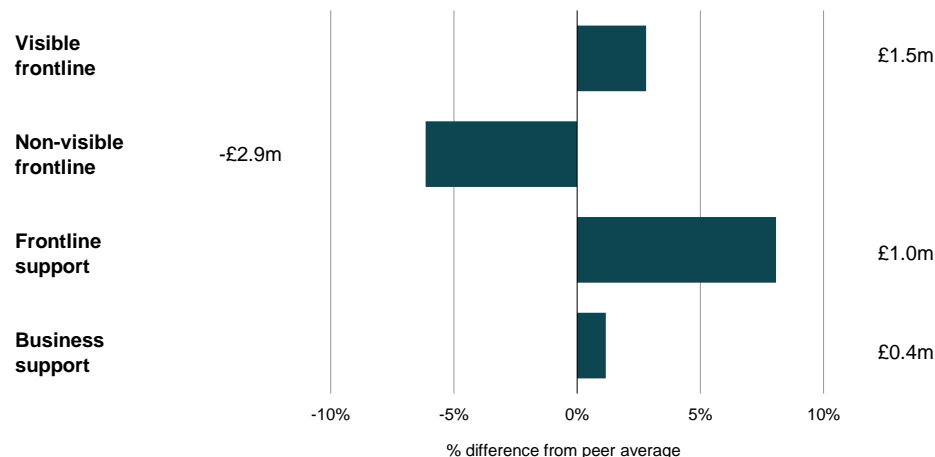
For more information on the data used here, please see 'Income & Expenditure - Overview'.

* When considered next to areas of expenditure, below average income can be considered as a net cost to the force compared to other forces. Similarly, above average income can be considered as a net saving to the force compared to elsewhere.

POA estimates are used for all cost and workforce data unless stated otherwise. These data are taken as a snapshot as at 22 October. Any updates to the data made after this time will not be reflected in the profile.

2. Where is the force spending money compared with peers?

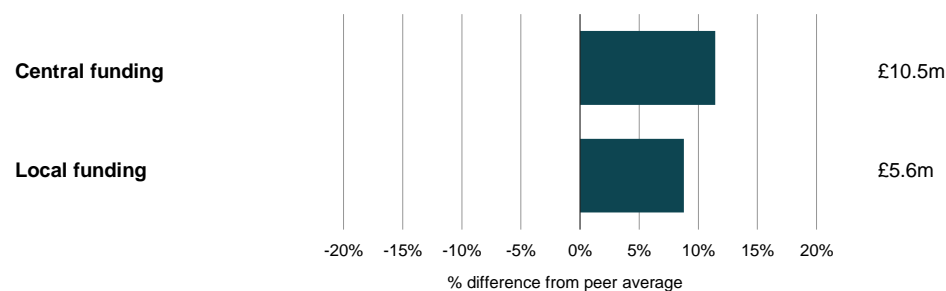
The chart below shows how the proportion of the force's spend across frontline, frontline support and business support functions compares with the average of its peer group of forces:



For more information on the data used here, please see 'Income & Expenditure - Spend by function' in the full profile document.

3. How is the local policing body funded compared with peers?

The chart below shows how the local policing body's funding per head of population compares with the average of its peer group of forces:



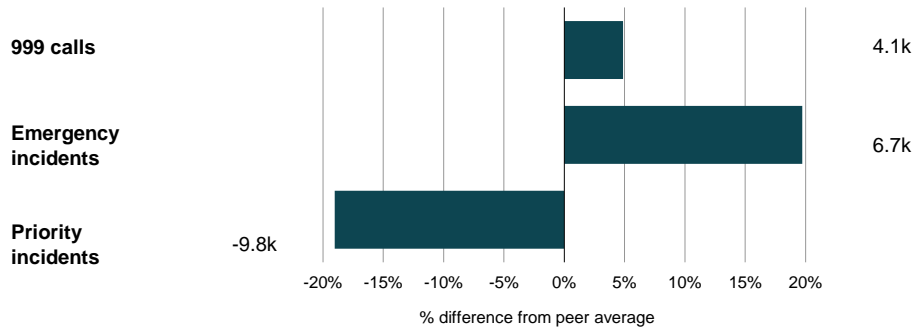
For more information on the data used here, please see 'Income and expenditure - Financing' in the full profile document.

Demand in Norfolk

Demands on the force in 2015/16.

4. Is the force experiencing higher demand than peers?

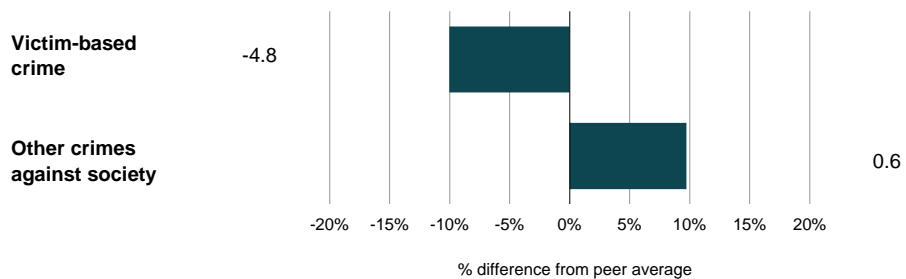
The chart below shows how the number of 999 calls received and emergency and priority incidents recorded by the force per head of population compares with its peer group of forces:



For more information on the data used here, please see 'Demand 999 calls/Emergency & Priority incidents'. Note that these categories do not cover all of the demands on the force.

5. Are the force's police officers dealing with more crimes compared with peers?

The chart below shows how the number of recorded crimes per visible officer in the force compares with the average of its peer group of forces:



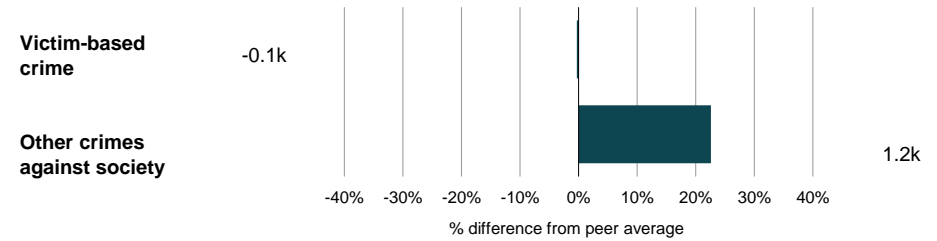
For more information on the data used here, please see 'Demand - Recorded crimes per visible officers' in the full profile document.

Crime in Norfolk

Crimes and outcomes recorded in the force in 2015/16.

6. How does the level of recorded crime in the force compare with peers?

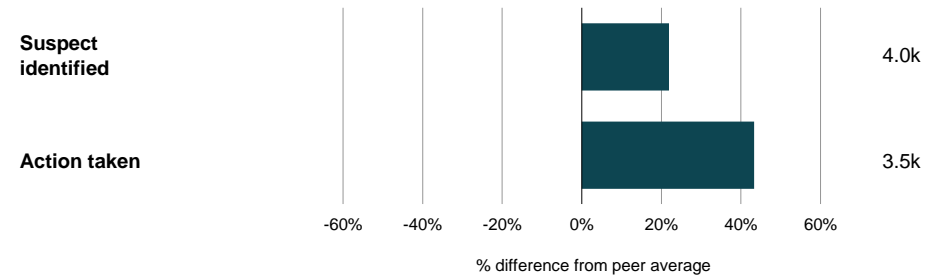
The chart below shows how the number of recorded crimes per head of population in the force compares with the average of its peer group of forces:



For more information on the data used here (including a break down by crime type), please 'Offences and Outcomes' in the full profile document.

7. How do the investigative outcomes in the force compare with peers?

The chart below compares formal investigative outcomes per crime for crimes (excl fraud) in the force with the average of its peer group of forces.



Only victim-based crime is included in this chart.

Thirty forces provided tracked outcome data and "n/a" means the force have not provided tracked outcome data.

For more information on the data used here, please see 'Offences and Outcomes' in the full profile document.

Outliers

This page provides the areas in which the force is an outlier in costs. The force's figures are compared to the spend of other forces. To be flagged as an outlier, the spend must be one of the highest 10% or lowest 10% of any force and the effect of the difference is greater than £1 per head of population. The difference (Diff) calculations are the net cost of the difference in spend to the average per head of all forces.

	£m	£/head	Avg	Diff £m
OVERALL COSTS				
Pay		£000/FTE	Avg	Diff £m
Police officers		50.7	52.5	-2.7
PCSOs		37.6	31.7	1.1
Non Staff Costs	£m	% staff cost	Avg	Diff £m
Premises related expenses	9.4	7.9	5.0	3.5
Capital financing	17.7	14.9	3.1	14.0
Total non-staff costs	54.2	45.8	32.5	15.7
COSTS BY OBJECTIVE	£m	£/head	Avg	Diff £m
NRE by objective group				
Investigations	4.8	5.4	8.2	-2.4
Local policing				
Neighbourhood policing	10.3	11.7	23.4	-10.4
Dealing with the public				
Central communications unit	6.5	7.3	9.5	-1.9
Intelligence				
Intelligence gathering	1.7	1.9	3.5	-1.4
Public protection				
Child protection	4.6	5.2	2.4	2.5
Investigations				
Investigations	4.8	5.4	8.2	-2.4
Support functions				
Fleet services	3.6	4.1	3.1	0.9