HMIC Value for Money Profiles 2012

City of London Police

compared with all forces in England and Wales

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

a City of London

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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.

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

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

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

	£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	<<

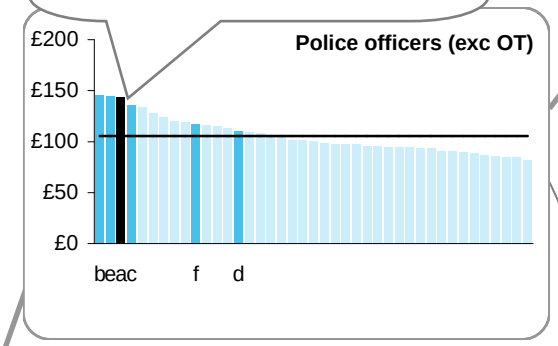
3. ...equating to a difference of £105.3m to national average.

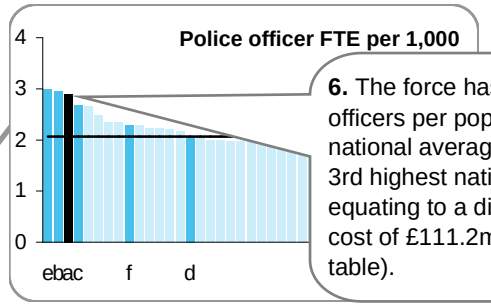
PO overtime % salary	% sal	*Avg*	Diff. £m
National functions	0.4%	0.1%	1.0
Other	3.6%	3.1%	1.9
Total	4.0%	3.3%	2.8

		Avg	Diff. £m	
FTE/1,000	2.89	*2.07*	111.2	<<
£000/FTE	£49.5k	£51.1k	-12.4	

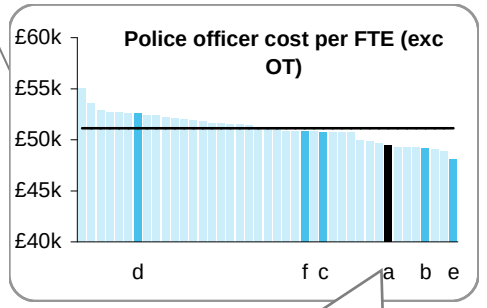
Source: POA Statistics 2012/13 estimates and ADR502

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

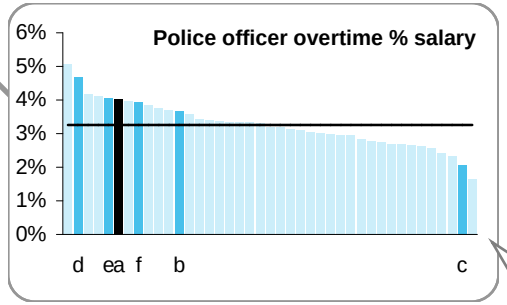




6. The force has more officers per pop than national average and the 3rd highest nationally, equating to a difference in cost of £111.2m (see table).



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



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.

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 incidents [i] 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 forces [ii] 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.

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[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 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: lawrenceroy.morris33@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 additonally 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: (Force cost per head - MSG cost per head) * 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: (Police officer spend + Police officer overtime) / 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.

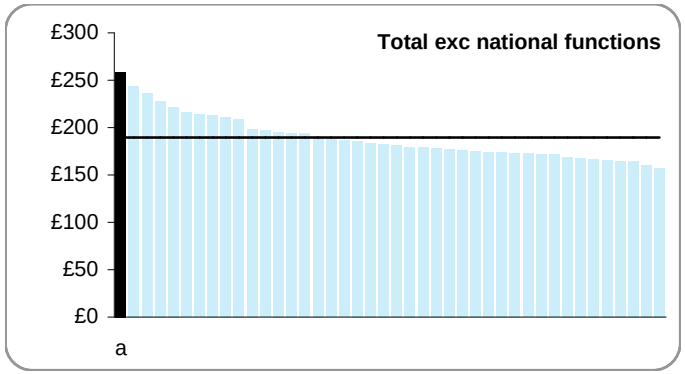
How to use this section

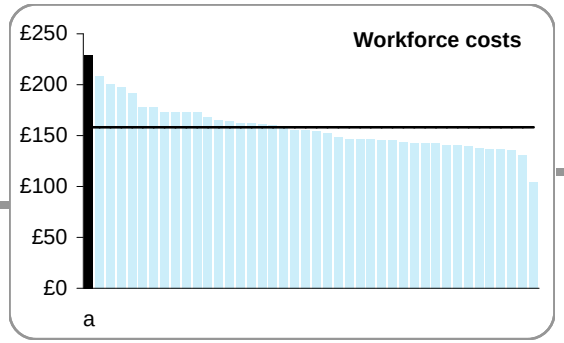
Users may wish to focus on those charts where the force is an outlier, i.e. where they are significantly different from the average, or where they are particularly high or low. Outliers are highlighted with red chevrons and fall within the top or bottom 10% of forces; where applicable with a financial 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.

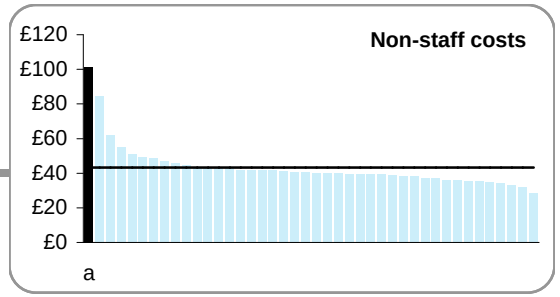
EXPENDITURE

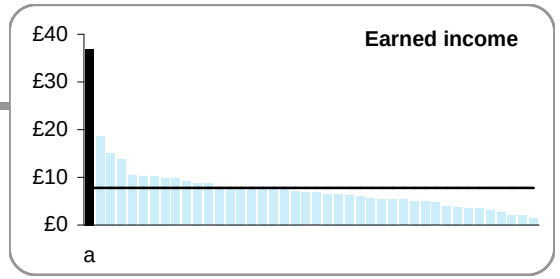
2012/13 estimates £ per head of population

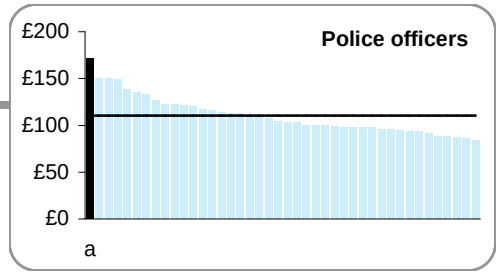
These charts give an overview of what policing in each force costs per head of population.
NB: the profiles calculate net revenue expenditure as total expenditure minus earned income to show the total cost of policing to the taxpayer.
NB: This is different from net revenue expenditure (NRE) as reported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

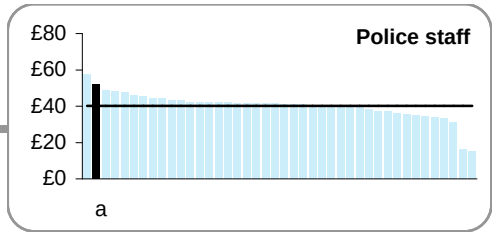


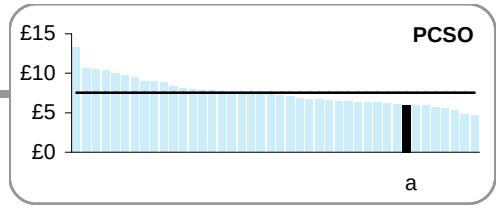












Population	308k

	£m	£/head	*Avg*	Diff. £m	
Police officers	52.7	171	*111*	18.7	<<
Police staff	16.1	52	*40*	3.7	<<
PCSOs	1.9	6	*8*	-0.5	
Workforce	70.7	229	*158*	21.9	<<
Non-staff costs	31.1	101	*43*	17.8	<<
Earned income	-11.4	-37	-8	-9.0	<<
Net revenue exp.	90.4	293	194	30.7	<<
Total exc national	79.8	259	189	21.4	<<

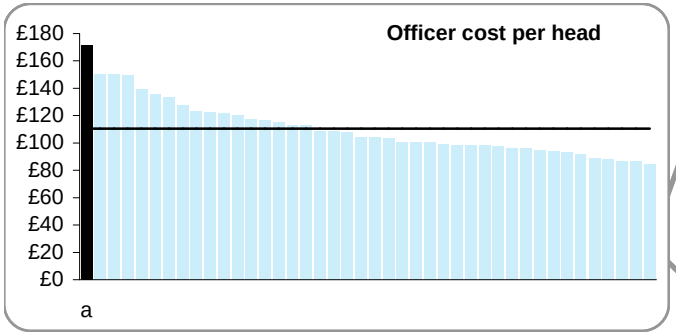
Source: POA estimates 2012/13

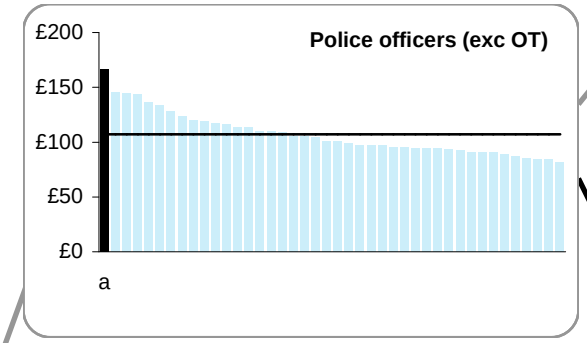
POLICE OFFICERS

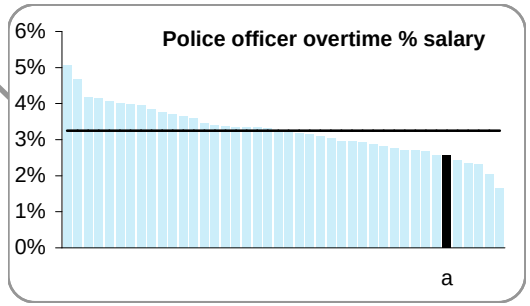
2012/13 estimates £ per head of population

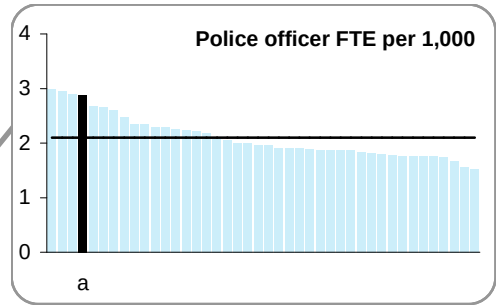
These charts break down police officer costs into salary and overtime costs (OT). Police officer overtime costs are also shown as a percentage of the overall salary costs.

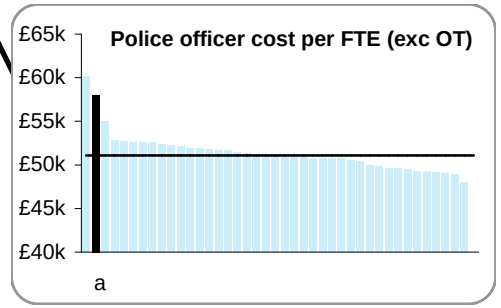
Estimated FTE numbers for the year 2012/13 are also presented.
An additional data table compares these with Home Office published FTE figures (ADR502), which are a snapshot taken at 31st March 2012, and so will not necessarily be the same.











	£m	£/head	*Avg*	Diff. £m	
Police officers (exc. OT)	51.4	166.8	107.1	18.4	<<
Police overtime	1.3	4.3	3.5	0.2	
Total	52.7	171.1	110.6	18.7	<<

PO overtime % salary	% sal	*Avg*	Diff. £m	
National functions	1.0%	0.2%	0.4	<<
Other	1.6%	3.1%	-0.8	<<
Total	2.6%	3.2%	-0.4	

		Avg	Diff. £m	
FTE/1,000	2.87	*2.10*	12.2	<<
£000/FTE	£58.0k	£51.1k	6.2	<<

Source: POA Statistics 2012/13 estimates and ADR502

Budgeted FTE 2012/13 (POA)	886	<<
FTE Mar 12 (ADR502)	831	

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

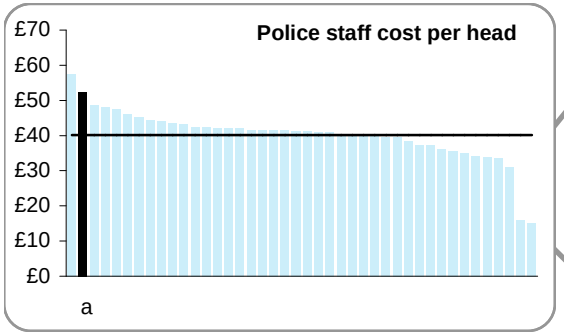
POLICE STAFF AND POLICE COMMUNITY SUPPORT OFFICERS (PCSO)

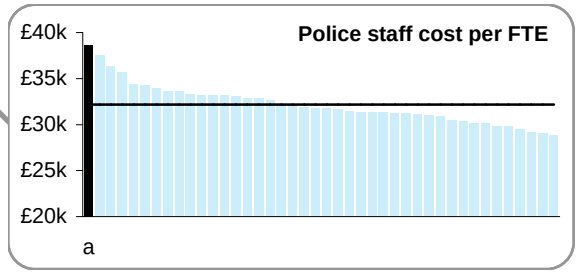
2012/13 estimates £ per head of population

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.



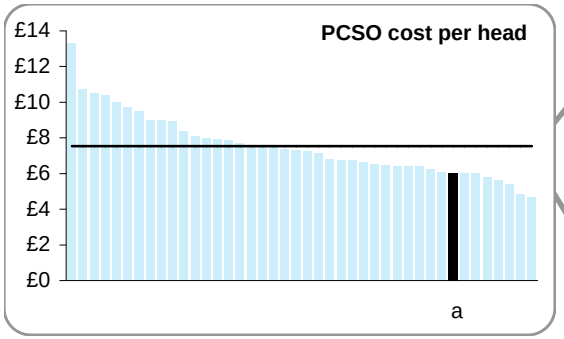


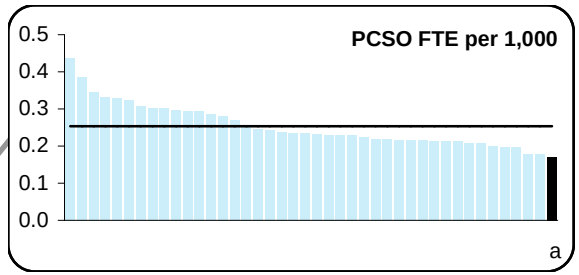
POLICE STAFF

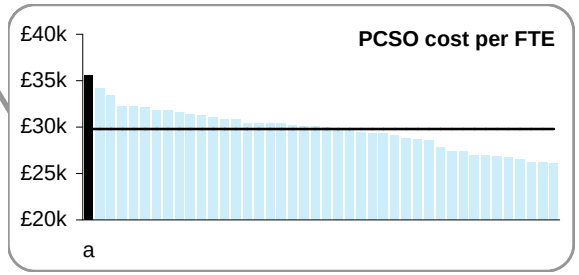
£m	£/head	Avg	Diff. £m	
16	52.2	40.2	3.7	<<

		Avg	Diff. £m	
FTE/1,000	1.35	1.26	0.9	
£000/FTE	38.6k	32.2k	2.7	<<

Budgeted FTE 2012/13 (POA)	417	<<
FTE Mar 12 (ADR502)	331	







PCSOs

£m	£/head	Avg	Diff. £m	
1.9	6.0	7.5	-0.5	

		Avg	Diff. £m	
FTE/1,000	0.17	0.25	-0.8	<<
£000/FTE	£35.6k	£29.8k	0.3	

Budgeted FTE 2012/13 (POA)	52	<<
FTE Mar 12 (ADR502)	38	

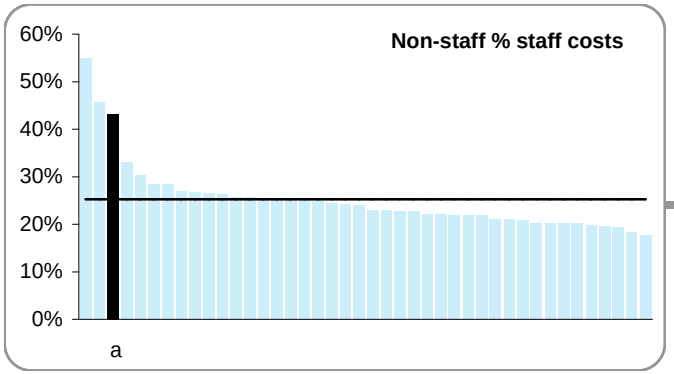
Source: POA Statistics 2012/13 estimates and ADR502

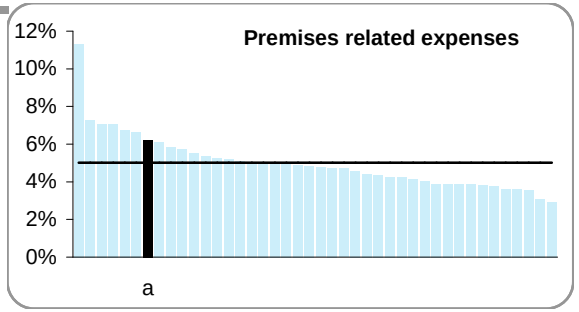
City of London

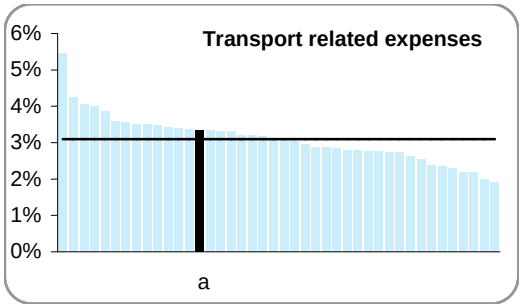
NON-STAFF COSTS AS PERCENTAGE OF WORKFORCE COSTS

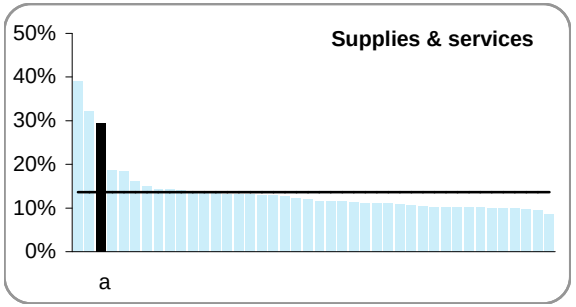
2012/13 estimates

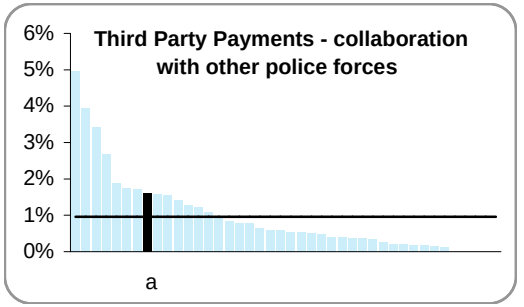
These charts provide information about non-staff costs broken down into specific types of running costs.
Non-staff costs are shown as a percentage of staff costs, as non-staff costs are largely dependent on the number of staff working for an organisation.
Third party payments include mutual aid from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

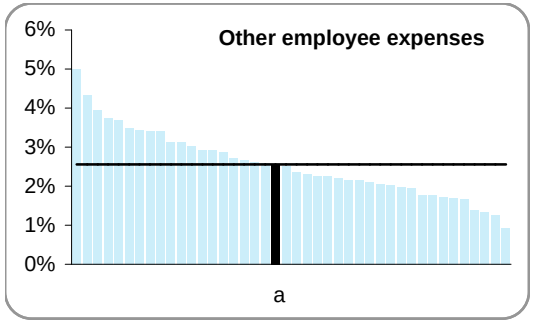












Staff costs	£71m

	£m	% staff	Avg	Diff. £m	
Supplies & services*	20.8	29.4%	13.6%	11.12	<<
Premises	4.4	6.2%	5.0%	0.85	
Transport	2.4	3.4%	3.1%	0.18	
Collaboration payments	1.1	1.6%	1.0%	0.45	
Other employee exps**	1.8	2.5%	2.6%	-0.01	
Non-staff costs	30.4	43.1%	25.3%	12.59	<<
Capital financing	0.7	1.0%	2.4%	-1.02	
Total	31.1	44.1%	27.7%	11.57	

Source: POA estimates 2012/13

** Inc 3rd party payments exc collaboration*

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

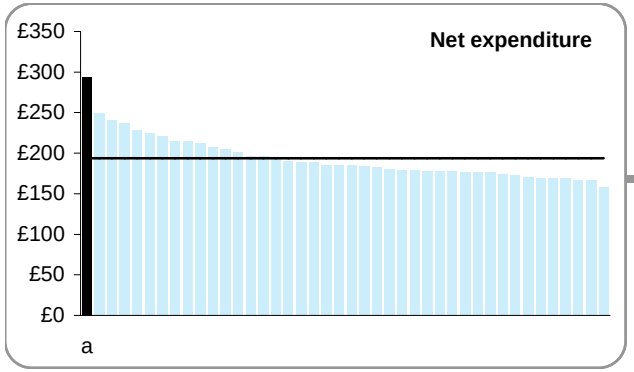
City of London

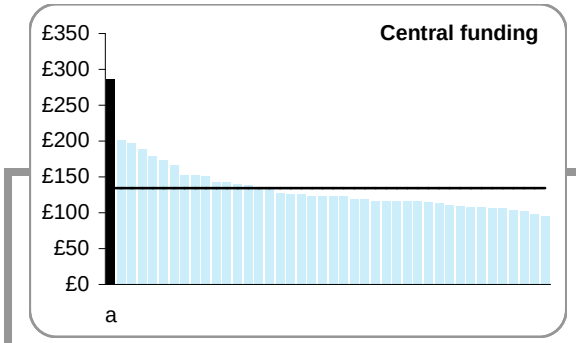
FINANCING OF EXPENDITURE

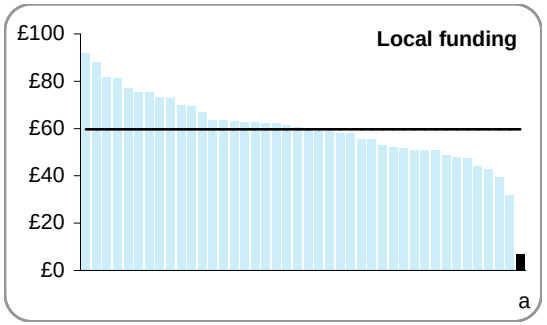
2012/13 estimates £ per head of population

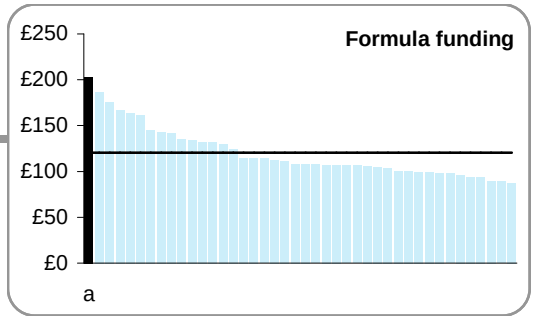
These charts show how the force funds its expenditure broken down into more detail using POA finance data.
Central funding is broken down into formula based funding, and government grants, which are not formula based.
Local funding is comprised of council tax and use of reserves.

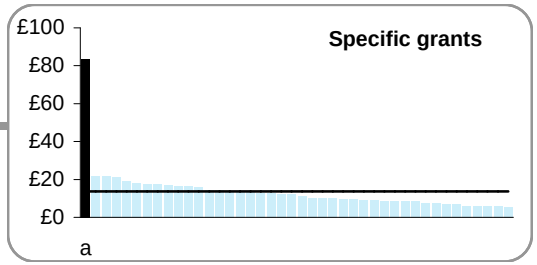
Note: forces in Wales did not receive an increase in government grant for agreeing to freeze or reduce council tax but did receive a four year grant from the Welsh Government for an additional 500 PCSO's across Wales.

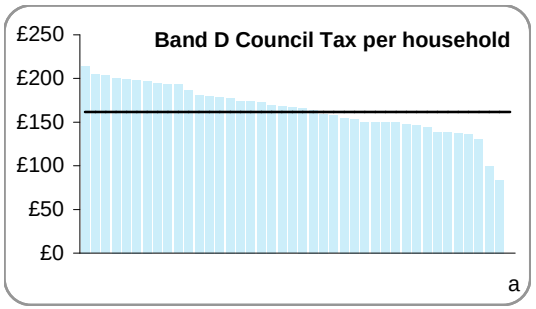


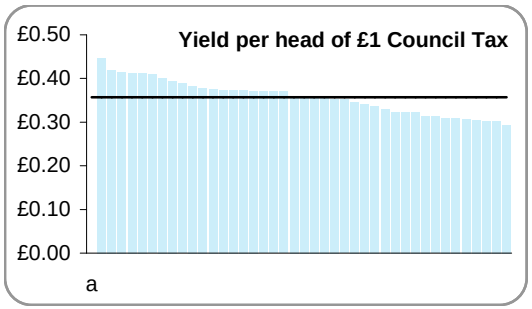












Population	308k

	£m	£/head	Avg
Central funding			
Formula funding*	63	203	120
Specific grants	26	83	14
Local funding			
Council tax	0	0	58
Reserves (transfers)	2	7	1
Net revenue exp.	90	293	194

Band D tax rate	Avg
£0	£162

Council Tax £/head	Yield of £1 CT	Avg
£0	na	£0.36

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

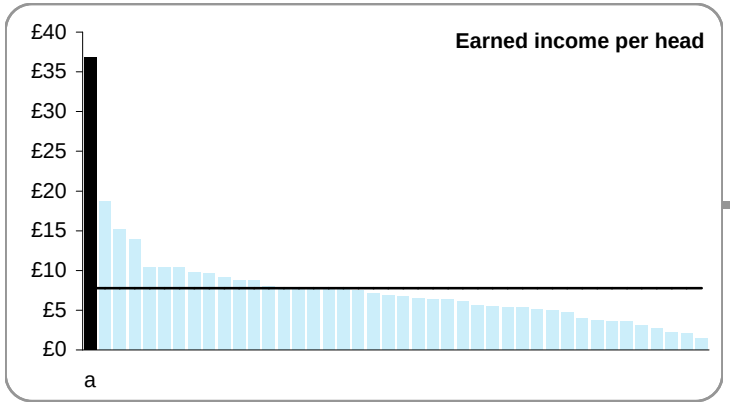
Source: POA estimates 2012/13

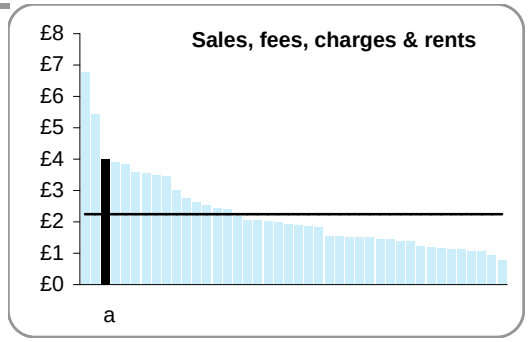
City of London

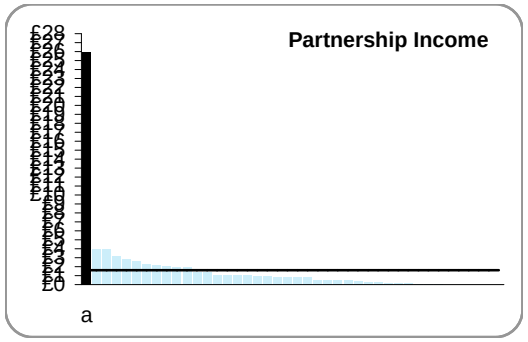
EARNED INCOME

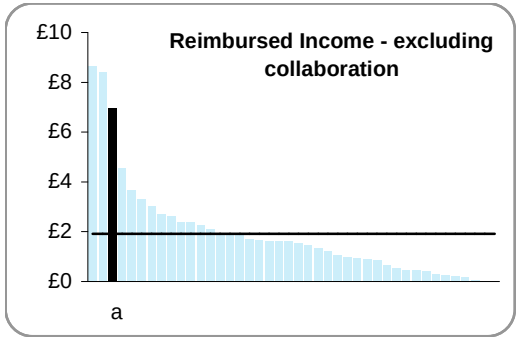
2012/13 estimates £ per head of population

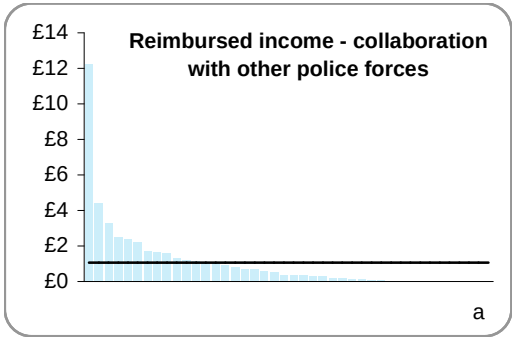
These charts break down information into different categories of 'earned' or external income using POA. This is the income removed from GRE in order to calculate NRE and does not include government grants.

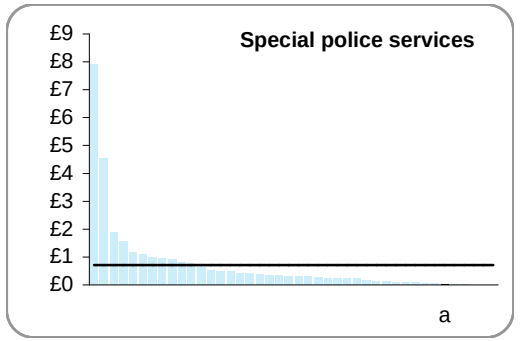












Population	308k

	£m	£/head	*Avg*	Diff. £m	
Sales, fees, charges & rents	1.2	4.0	*2.2*	0.5	<
Reimbursed Income					
- Collaboration	0.0	0.0	*1.1*	-0.3	
- Exc collaboration	2.1	7.0	1.9	1.6	<
Partnership income	8.0	25.9	*1.6*	7.5	<
Special police services	0.0	0.0	*0.7*	-0.2	
Interest	0.0	0.0	*0.2*	-0.1	
Total earned income	11.4	36.9	*7.8*	9.0	<

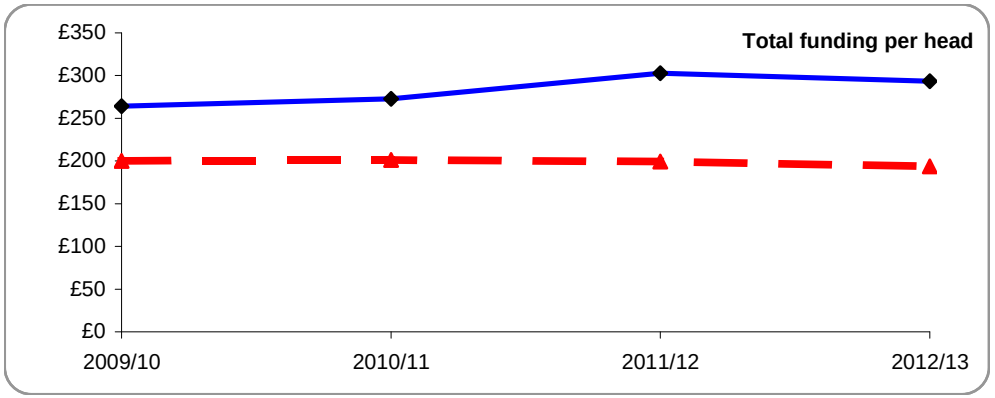
Source: POA estimates 2012/13

City of London

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	285.4	273.9	292.2	286.4	0%
Reserves	-21.1	-1.0	10.6	7.0	
Council tax	0.0	0.0	0.0	0.0	na
Total funding	264.3	272.8	302.8	293.5	11%

Average	2009/10	2010/11	2011/12	2012/13	Change
Central gov funding	145.8	148.9	141.6	134.2	-8%
Reserves	-0.1	-3.6	1.5	1.4	
Council tax	54.3	55.9	56.2	58.2	7%
Total funding	200.1	201.2	199.3	193.8	-3%

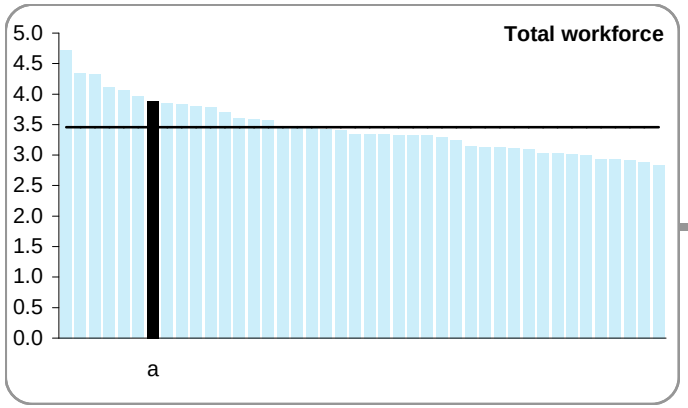
Band D tax rate	£0	£0	na	£0
Average	£153	£158	£162	£162

Source: CIPFA statistics; POA Statistics 2012/13 estimates

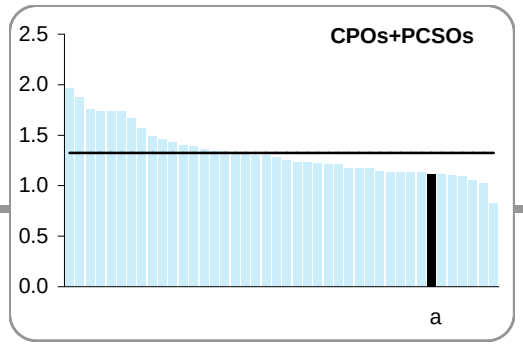
WORKFORCE - SUMMARY

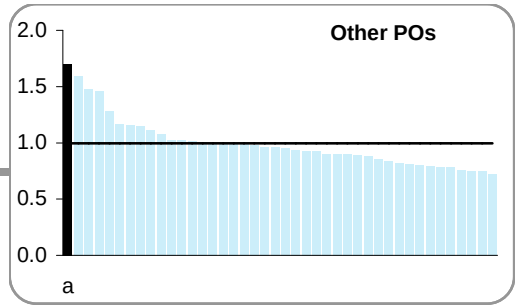
March 2012

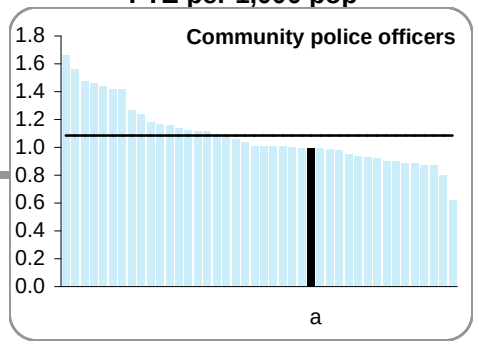
These charts show the overall police workforce per 1,000 population which are then broken down into police officers, police staff and PCSOs.
We have subdivided officers into community police officers (CPO - those within neighbourhood response, traffic roles and probationers) and others, and therefore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

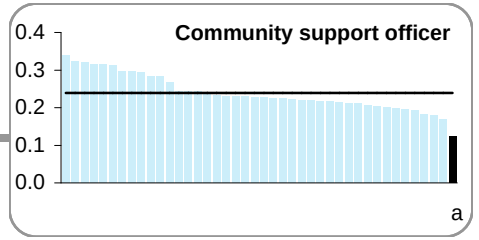


FTE per 1,000 pop









Population	308k

	FTE	per 1,000	*Avg*	Diff		% Total	*Avg*
Community POs	306	0.99	*1.09*	-28		26%	31%
PCSOs	38	0.12	*0.24*	-36	<<	3%	7%
Sub-total	344	1.12	*1.32*	-64		29%	38%
Other POs	525	1.70	*1.00*	218		44%	29%
Police staff	331	1.08	*1.14*	-19		28%	33%
Total	1,200	3.90	*3.46*	135		100%	100%

Special constables	*99*	*0.32*	*0.32*	1
Contractors	*78*	*0.25*	*0.03*	68

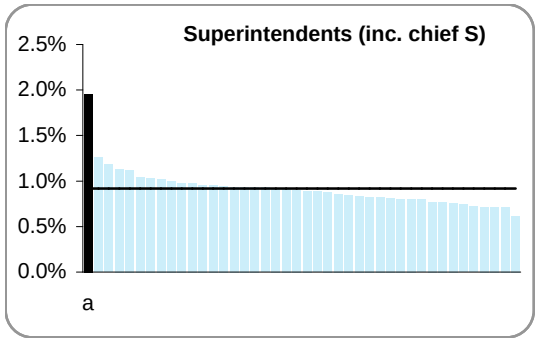
Source: ADR 502 / 601 March 2012

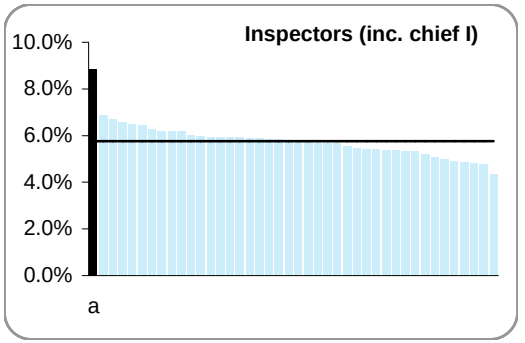
POLICE OFFICERS/PCSOs BY RANK

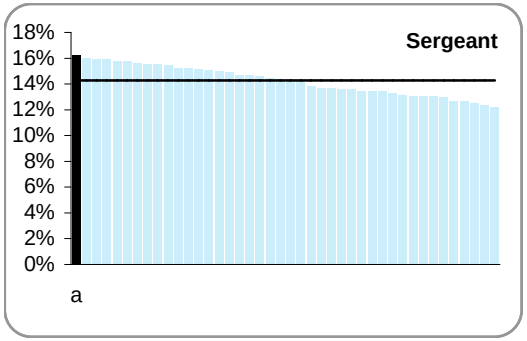
March 2012 % of FTE

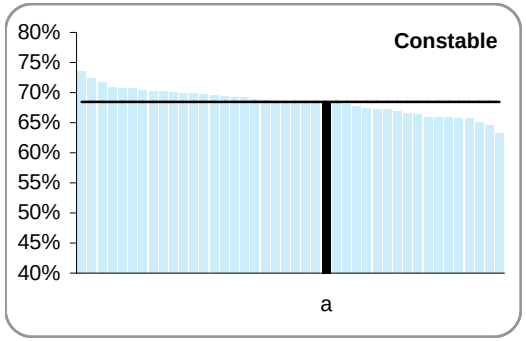
These charts show the percentage of the total officer and PCSO workforce by rank. The chart for superintendents includes chief superintendents, and the chart for inspectors includes chief inspectors. Association of Chief Police Officers (ACPO) are officers above the rank of chief superintendents.

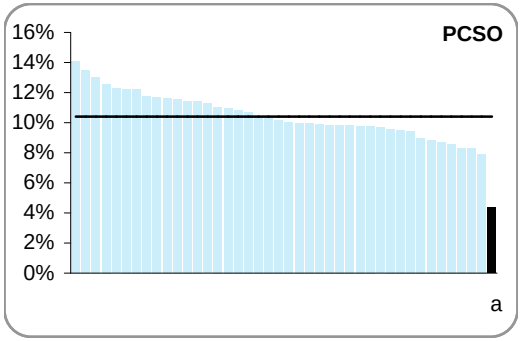
Two further charts show numbers of constables (and PCSOs) per sergeant giving an indication of the supervision requirement for each sergeant.







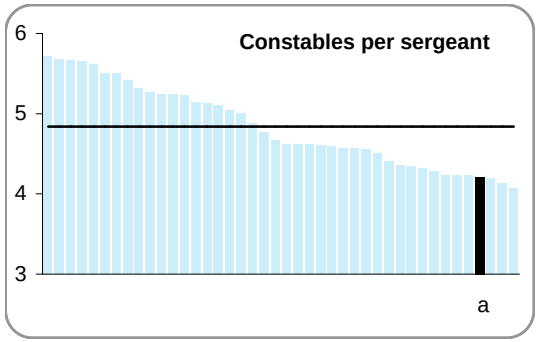


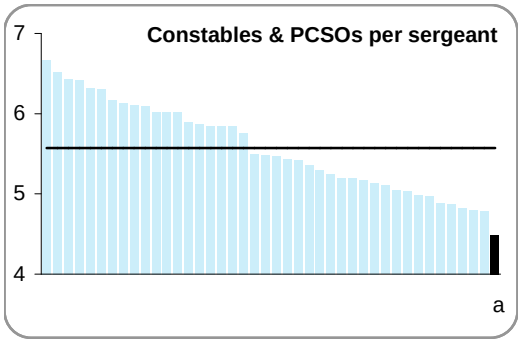


	FTE	%	Avg
ACPO	3	0.3%	0.2%
Chief superintendent	6	0.7%	0.3%
Superintendent	11	1.3%	0.6%
Chief inspector	17	2.0%	1.2%
Inspector	60	6.9%	4.5%
Sergeant	141	16.2%	14.3%
Constable	593	68.3%	68.5%
PCSO	38	4.4%	10.4%
Force total	869	100.0%	100.0%

Constables per sergeant	4.2	4.8
Const. & PCSOs per Sergeant	4.5	5.6

Source: ADR 502 March 2012

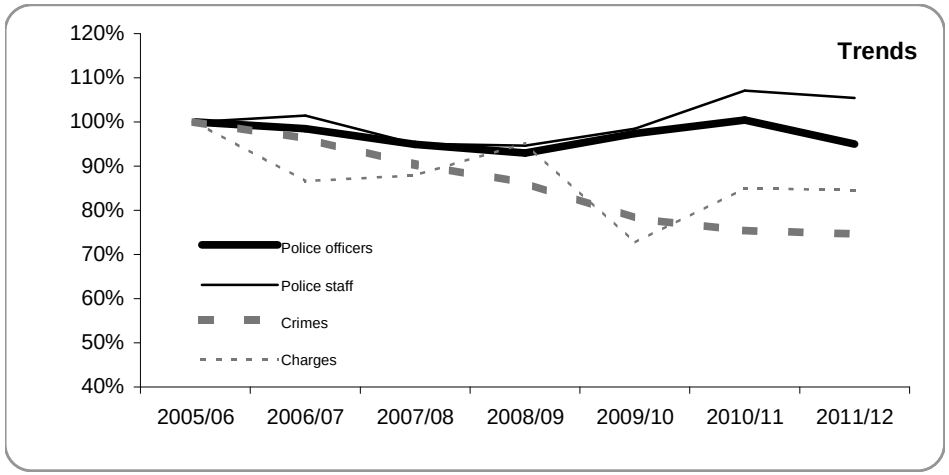


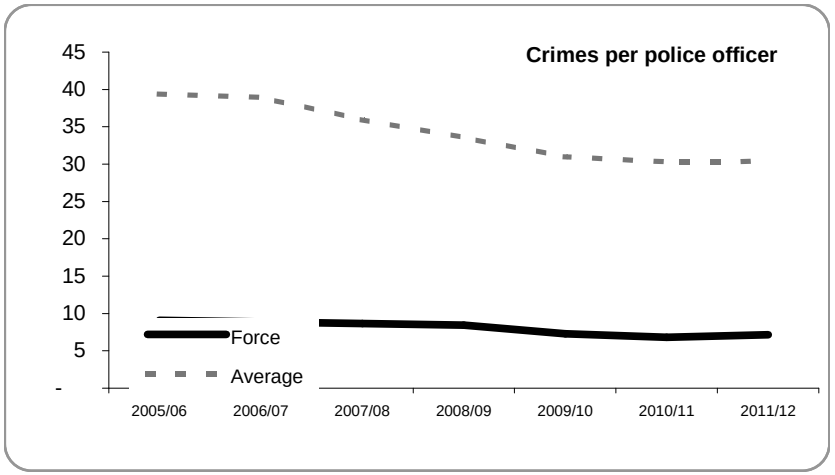


City of London

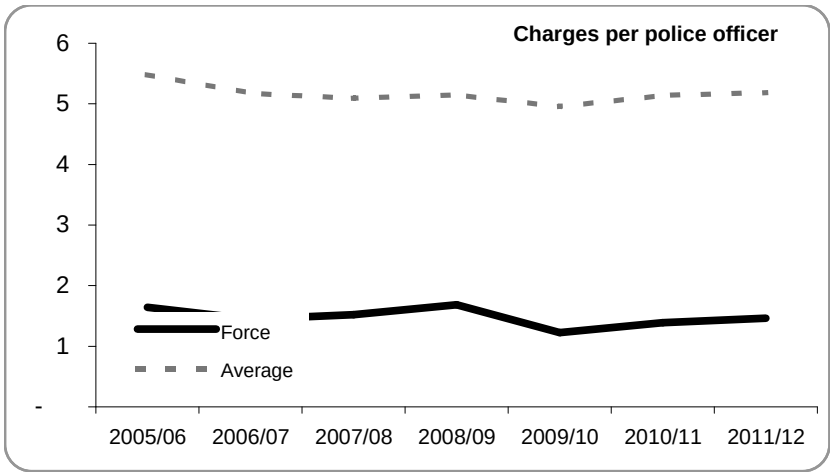
WORKFORCE & CRIME TRENDS

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 absolutes values.





	2005/06	2006/07	2007/08	2008/09	2009/10	2010/11	2011/12
Police officers	875	861	830	813	852	878	831
Police staff	314	319	299	297	310	337	331
All crime ex F&F	7,951	7,649	7,186	6,855	6,215	5,997	5,933
Charges ex F&F	1,438	1,245	1,264	1,369	1,045	1,222	1,216
Crimes/officer	9	9	9	8	7	7	7
National Avg	39	39	36	34	31	30	30
Charges/officer	1.6	1.4	1.5	1.7	1.2	1.4	1.5
National Avg	5.5	5.2	5.1	5.1	5.0	5.1	5.2
% crime victim-based			76.5%	76.3%	74.2%	79.3%	
National Avg			87.9%	87.4%	87.2%	87.4%	



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

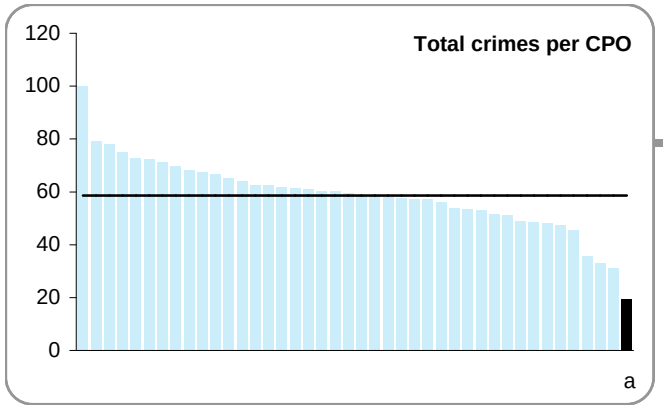
City of London

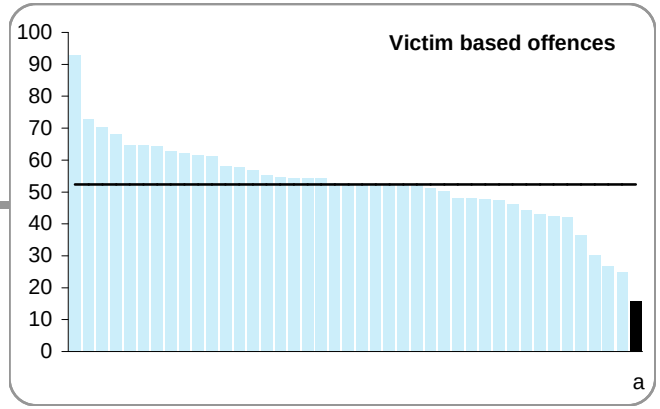
COMMUNITY POLICE OFFICERS AND CRIME

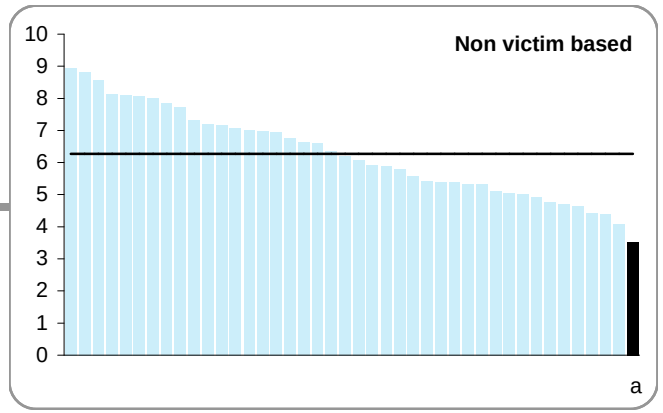
March 2012 workforce, 2011/12 crime

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	306
Total police officers	831

Crime	N	per CPO	Avg	per all PO's	Avg
Victim based	4,851	16	52	6	27
Non victim based	1,082	4	6	1	3
Total exc fraud	5,933	19	59	7	30

Source: ADR 601 March 2012

Source: Home Office Crime Statistics 2011/12

Force breakdown against group average - staff

POA 12/13 ESTIMATES

Population	308k

	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	70	52	122	0.23	0.17	0.40	0.23	0.17	0.40	0	0	0	11%	11%
Incident response	136	0	136	0.44	0.00	0.44	0.44	0.00	0.44	0	0	0	12%	12%
Local investigation	58	0	58	0.19	0.00	0.19	0.19	0.00	0.19	0	0	0	5%	5%
Other	15	3	18	0.05	0.01	0.06	0.05	0.01	0.06	0	0	0	2%	2%
Local policing	279	55	334	0.91	0.18	1.08	0.91	0.18	1.08	0	0	0	29%	29%
Dealing with the public	26	46	72	0.08	0.15	0.23	0.08	0.15	0.23	0	0	0	6%	6%
Road policing	41	2	43	0.13	0.01	0.14	0.13	0.01	0.14	0	0	0	4%	4%
Specialist operations	133	4	137	0.43	0.01	0.44	0.43	0.01	0.44	0	0	0	12%	12%
Intelligence	40	25	65	0.13	0.08	0.21	0.13	0.08	0.21	0	0	0	6%	6%
Investigations	139	9	148	0.45	0.03	0.48	0.45	0.03	0.48	0	0	0	13%	13%
Investigative support	11	12	23	0.04	0.04	0.07	0.04	0.04	0.07	0	0	0	2%	2%
Custody	18	10	28	0.06	0.03	0.09	0.06	0.03	0.09	0	0	0	2%	2%
Other	12	45	57	0.04	0.15	0.19	0.04	0.15	0.19	0	0	0	5%	5%
Criminal justice	30	55	85	0.10	0.18	0.28	0.10	0.18	0.28	0	0	0	7%	7%
ICT	0	28	28	0.00	0.09	0.09	0.00	0.09	0.09	0	0	0	2%	2%
Human resources	3	24	27	0.01	0.08	0.09	0.01	0.08	0.09	0	0	0	2%	2%
Training	28	14	42	0.09	0.05	0.14	0.09	0.05	0.14	0	0	0	4%	4%
Other	27	122	149	0.09	0.39	0.48	0.09	0.39	0.48	0	0	0	13%	13%
Support functions	58	188	246	0.19	0.61	0.80	0.19	0.61	0.80	0	0	0	21%	21%
Police authority	0	0	0	0.00	0.00	0.00	0.00	0.00	0.00	0	0	0	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	757	396	1,153	2.46	1.28	3.74	2.46	1.28	3.74	0	0	0	100%	100%
National policing	129	73	202	0.42	0.24	0.65	0.42	0.24	0.65	0	0	0		
Total	886	469	1,354	2.87	1.52	4.40	2.87	1.52	4.40	0	0	0		

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	308k

	Budgeted spend £m	Spend per head Force	Spend per head Group	Diff from group £m	% of total Force	% of total Group	% PO * Force	% PO * Group
Neighbourhood	5.2	16.7	16.7	0.0	6%	6%	64%	64%
Incident response	7.7	25.0	25.0	0.0	10%	10%	100%	100%
Local investigation	2.5	8.0	8.0	0.0	3%	3%	100%	100%
Other	1.5	4.7	4.7	0.0	2%	2%	73%	73%
Local policing	16.8	54.5	54.5	0.0	21%	21%	87%	84%
Dealing with the public	3.8	12.3	12.3	0.0	5%	5%	45%	45%
Road policing	1.6	5.1	5.1	0.0	2%	2%	95%	95%
Specialist operations	8.0	26.1	26.1	0.0	10%	10%	93%	93%
Intelligence	3.6	11.6	11.6	0.0	4%	4%	68%	68%
Investigations	9.7	31.4	31.4	0.0	12%	12%	88%	77%
Investigative support	1.6	5.2	5.2	0.0	2%	2%	48%	48%
Custody	1.7	5.4	5.4	0.0	2%	2%	51%	51%
Other	2.3	7.3	7.3	0.0	3%	3%	25%	25%
Criminal justice	3.9	12.7	12.7	0.0	5%	5%	36%	36%
ICT	4.5	14.6	14.6	0.0	6%	6%	0%	0%
Human resources	1.7	5.5	5.5	0.0	2%	2%	13%	13%
Training	1.9	6.1	6.1	0.0	2%	2%	0%	0%
Other	13.0	42.1	42.1	0.0	16%	16%	13%	13%
Support functions	21.1	68.3	68.3	0.0	26%	26%	10%	10%
Police authority	0.0	0.1	0.1	0.0	0%	0%	0%	0%
Central costs	9.7	31.6	31.6	0.0	12%	12%	0%	0%
Total exc national	79.8	258.9	258.9	0.0	100%	100%	51%	51%
National policing	10.6	34.6	34.6	0.0				
Total	90.4	293.5	293.5	0.0				

** PO salaries + overtime as % of gross expenditure*

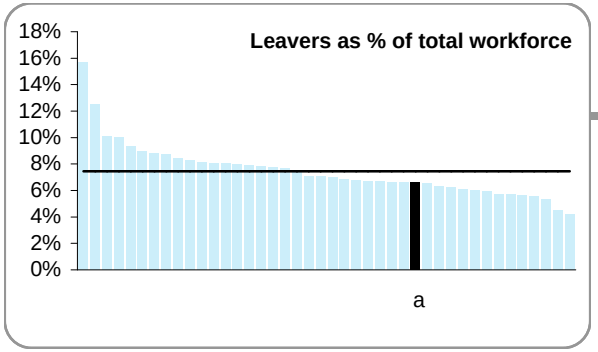
Source: POA estimates 2012/13

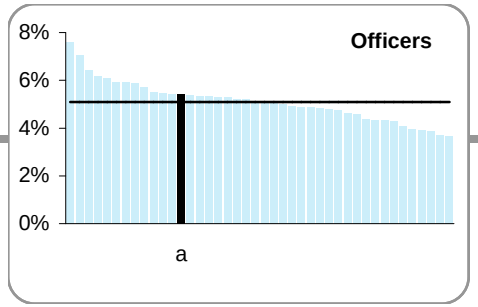
Note that workforce under the heading of 'local investigation' are included within 'local policing' not 'investigation'

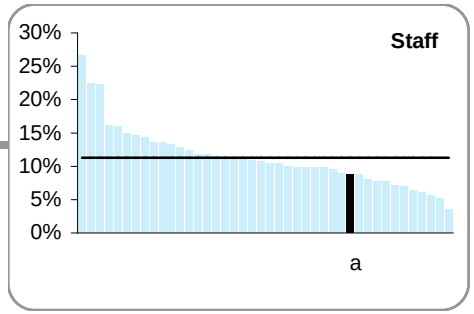
LEAVERS

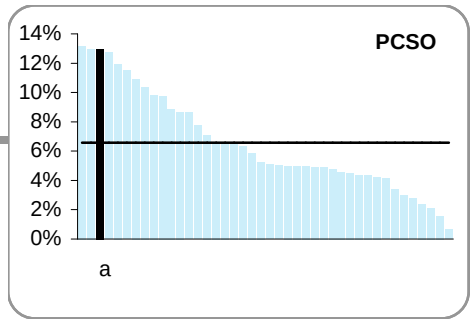
2011-12

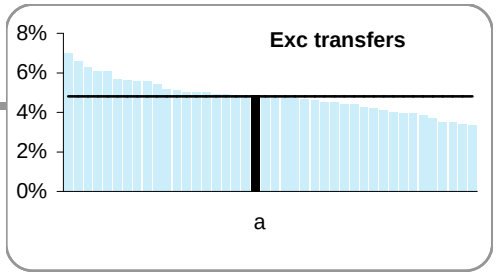
These charts show the percentage of the workforce that left the force between 31st March 2011 and 2012; using 31st March 2011 as the baseline.
Officers are broken down into those who transferred or left the service.
Because of the current financial climate, we have costed the salary impact of staff leaving the service. However, PCSOs leaving forces may return as police officers.
NB: The leavers figures are FTE.

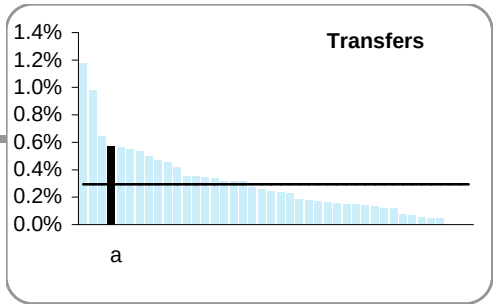












	Strength *	Leavers	% Force	Avg Salary £m
Police officers	878			
Exc transfers		43	4.8%	4.8%
Transfers		5	0.6%	0.3%
Leaving force		48	5.4%	5.1%	2.8
PCSO	44	6	12.9%	6.6%	0.2
Police staff	337	30	8.8%	11.3%	1.1
Force total	1,259	83	6.6%	7.5%	4.1

** as at Mar 11*

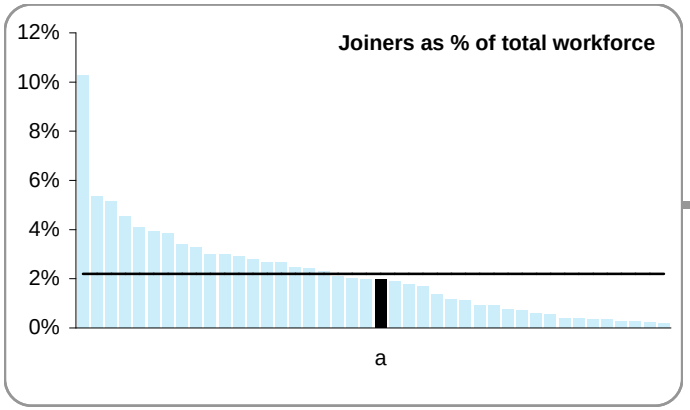
All leavers
Source: ADR531 (as at 31/03/12)
Source: ADR531 (as at 31/09/11)
Source: ADR502 (as at 31/03/11)

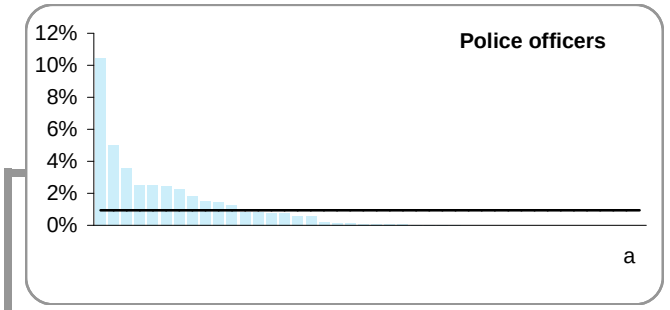
JOINERS

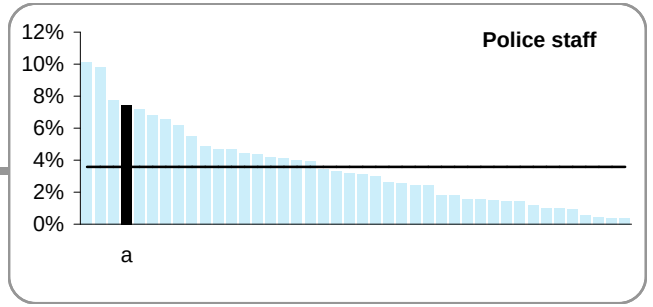
2011-12

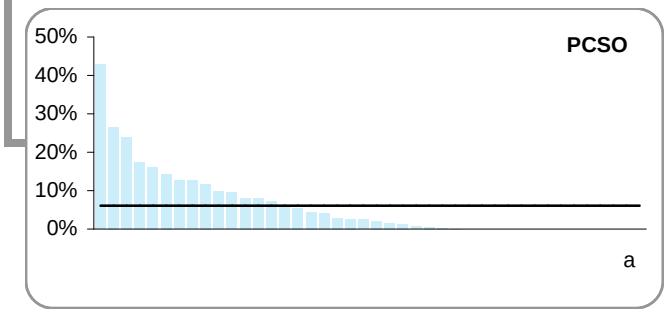
These charts show the percentage of the workforce that joined the force in 2011/12, against a baseline of 2010/11.

NB: The joiners figures are FTE.









	Strength*	Joiners	%	Avg
Police officers	878	0	0.0%	0.9%
PCSO	44	0	0.0%	6.1%
Police staff	337	25	7.4%	3.6%
Overall	1,259	25	2.0%	2.2%

** as at Mar 11*

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

SICKNESS & RECUPERATIVE RESTRICTED

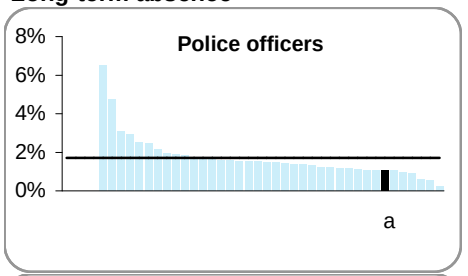
March 2012

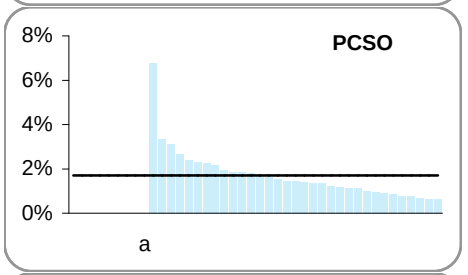
These charts show sickness absence broken down into short and medium term (28 days and less) and long term (more than 28 days).

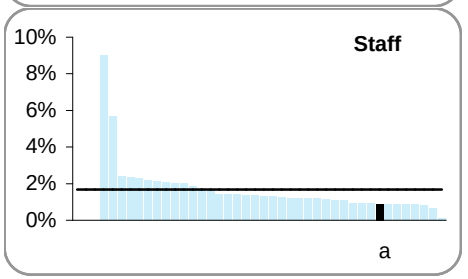
Officers on restricted duties (i.e. officers who, because of a disability or other limiting factor, are unable to undertake the full range of operational duties) and recuperative duties (officers returning to work in a phased way after injury or illness) are included separately.

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.

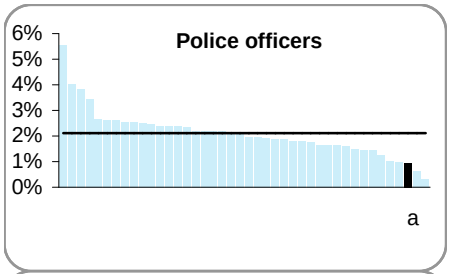
Long-term absence

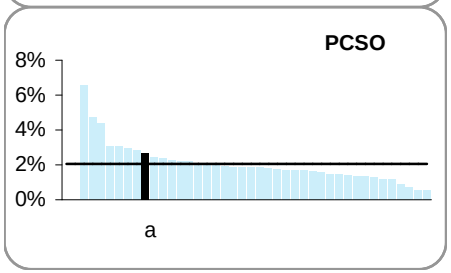


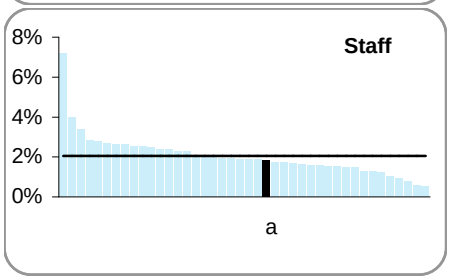




Short and medium term absence



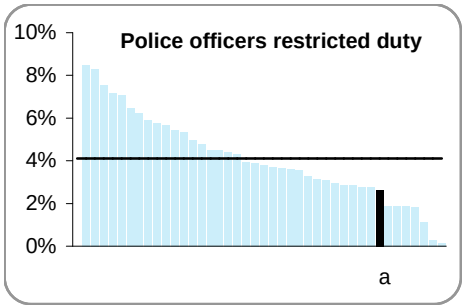


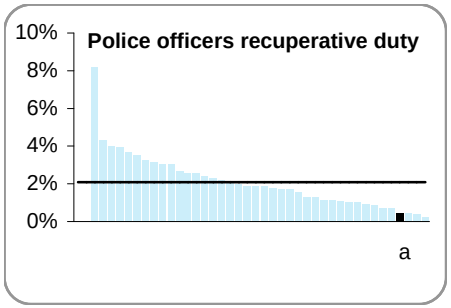


	Strength *	FTE	%	Avg
Officers	831			
Long term absence		9	1.1%	1.7%
Sickness absence		8	1.0%	2.1%
PCSO	38			
Long term absence		0	na	1.7%
Sickness absence		1	2.6%	2.1%
Staff	331			
Long term absence		3	0.9%	1.7%
Sickness absence		6	1.8%	2.1%

** as at Mar 12*

Long term absence: 2010/11-Q4





Officers	831			
Recuperative		4	0.5%	2.1%
Restricted		23	2.6%	4.1%

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

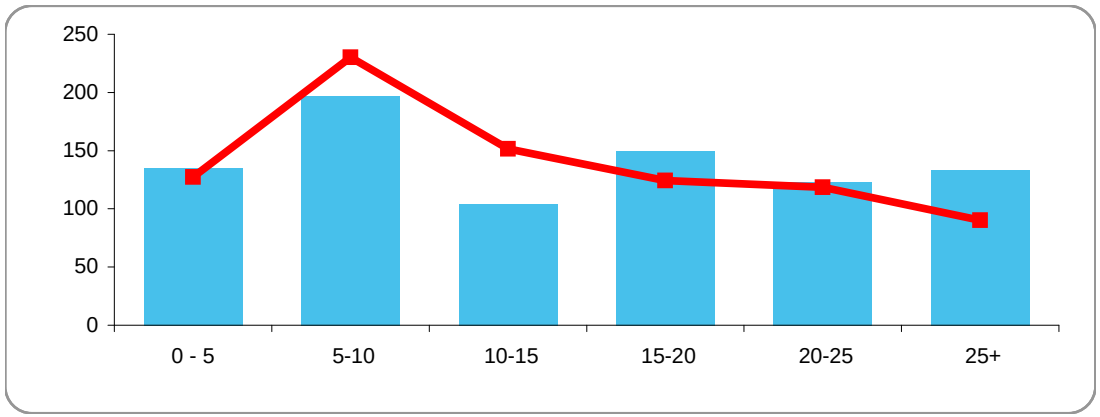
ADR 554 figures are headcount not FTE

City of London

POLICE OFFICERS LENGTH OF SERVICE

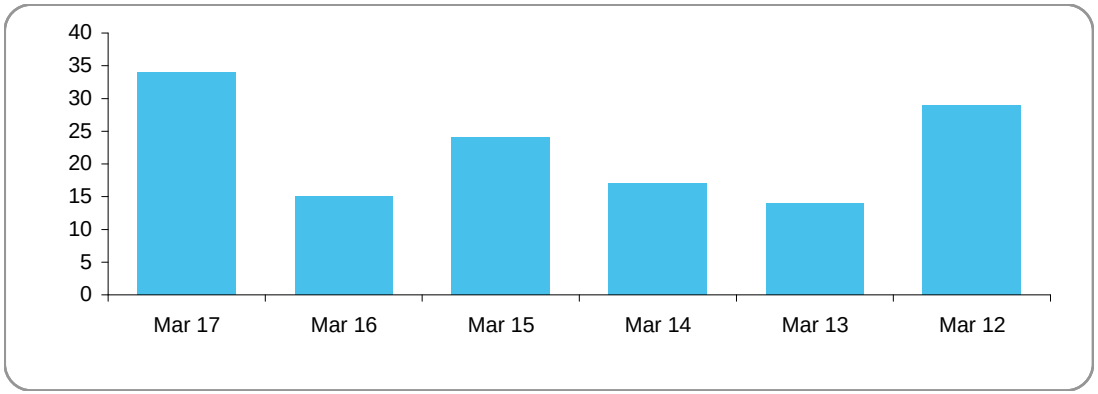
These charts show the number of officers by length of service. A more detailed breakdown of 25 – 30 years is provided for planning purposes, shown by projected retirement dates. Salary costs are presented using the average cost of a police officer.

ALL OFFICERS



	0 - 5	5-10	10-15	15-20	20-25	25+	Total
	135	197	104	150	123	133	842

25 YEARS OR MORE - Projected retirement



	Mar 17	Mar 16	Mar 15	Mar 14	Mar 13	Mar 12	Total
FTE	34	15	24	17	14	29	133
Salary cost	£2.0m	£0.9m	£1.4m	£1.0m	£0.8m	£1.7m	£7.7m

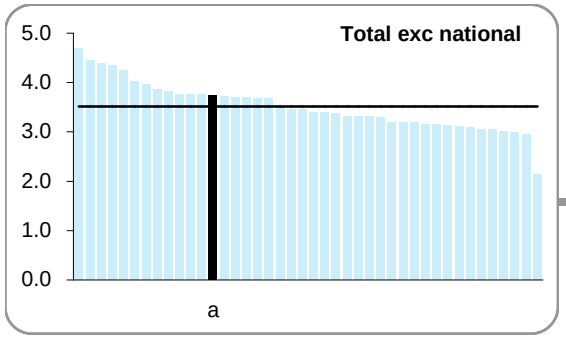
Source: ADR 582 (as at 31/03/12)

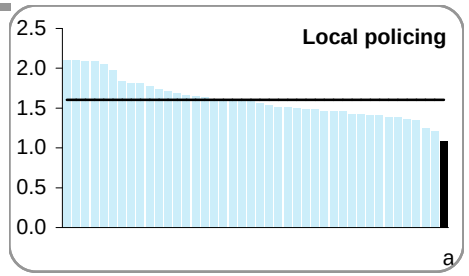
City of London

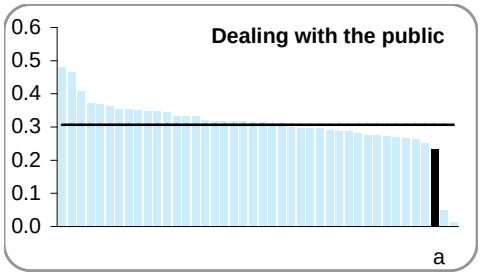
WORKFORCE BY FUNCTION

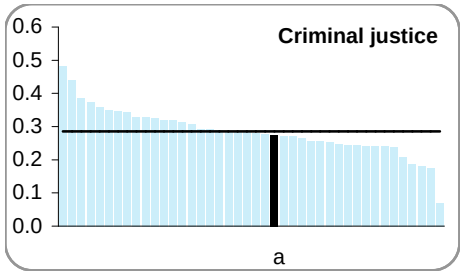
Budgeted FTE 2012/13 per 1,000

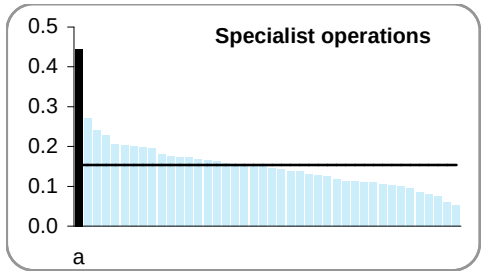
These charts show the workforce costs by function in terms of FTE per 1,000 population.
For definitions of the workforce categories, please refer to Appendix 2.

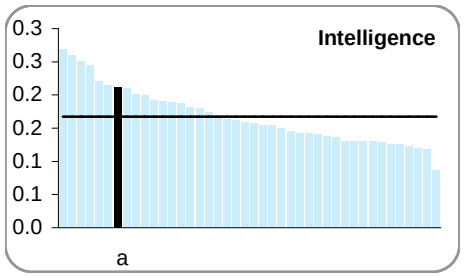


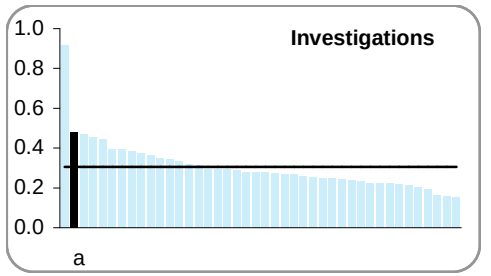


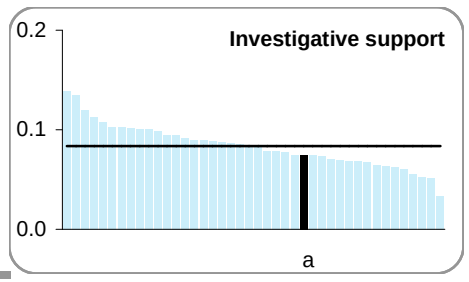


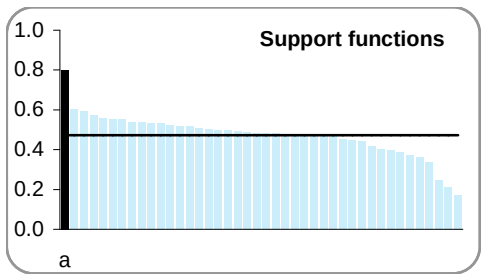










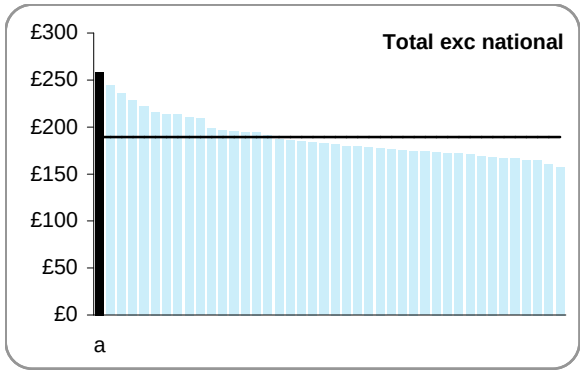


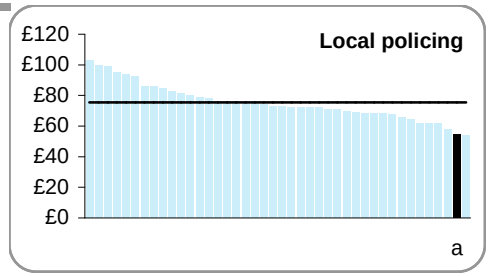
Source: POA estimates 2012/13

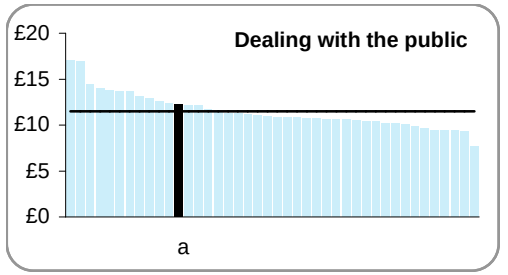
NET REVENUE EXPENDITURE BY FUNCTION

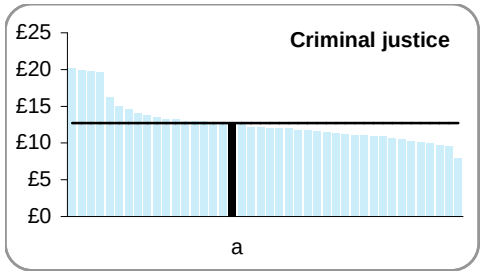
Cost per head of population by function

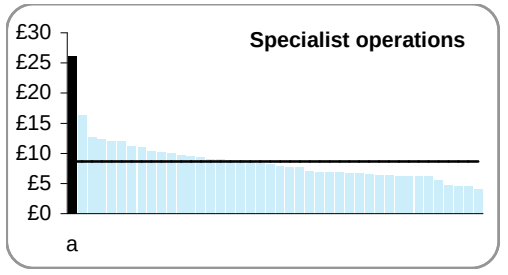
Note that workforce under the heading of 'local investigation' are included within 'local policing' not 'investigation' .

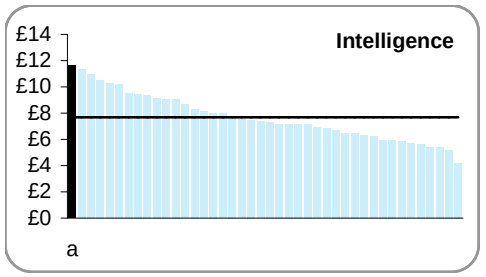


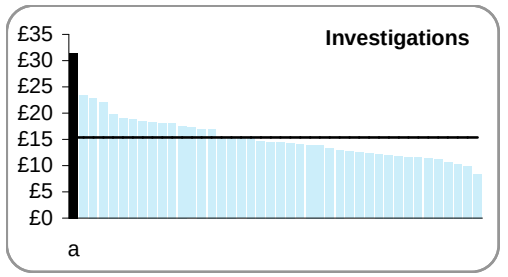


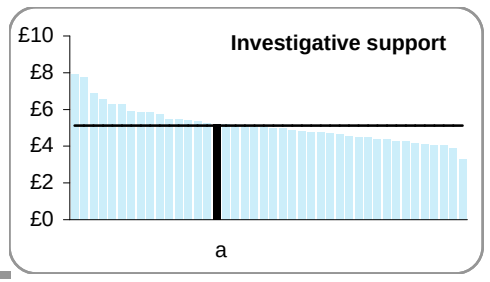


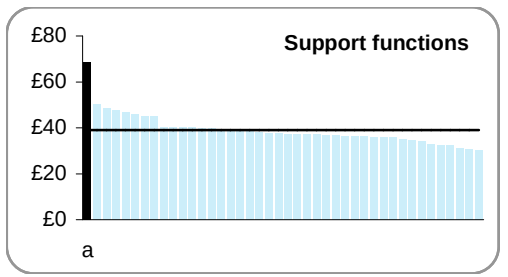












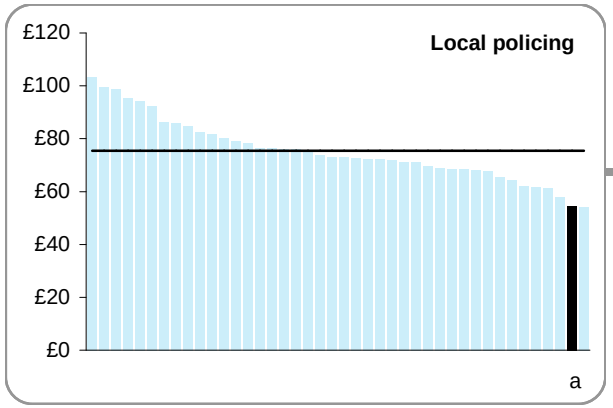
Population	308k						
			Averages		*Diff £m*		
	£m	**£/head**	**All**	***MSG***	**All**	**MSG**	
Local policing	16.8	54.5	75.4	54.5	-6.5	0.0	<<
Dealing with the public	3.8	12.3	11.5	12.3	0.2	0.0	
Criminal justice	3.9	12.7	12.7	12.7	0.0	0.0	
Road policing	1.6	5.1	5.7	5.1	-0.2	0.0	
Specialist operations	8.0	26.1	8.7	26.1	5.4	0.0	<<
Intelligence	3.6	11.6	7.7	11.6	1.2	0.0	<<
Investigations	9.7	31.4	15.4	31.4	4.9	0.0	<<
Investigative support	1.6	5.2	5.1	5.2	0.0	0.0	
Support functions	21.1	68.3	39.0	68.3	9.0	0.0	<<
Police authority	0.0	0.1	1.2	0.1	-0.3	0.0	<<
Central costs	9.7	31.6	7.0	31.6	7.6	0.0	<<
Total exc national	79.8	258.9	189.4	258.9	21.4	0.0	<<
National policing	10.6	34.6	4.5	34.6	9.3	0.0	<<
Total	90.4	293.5	193.8	293.5	30.7	0.0	<<

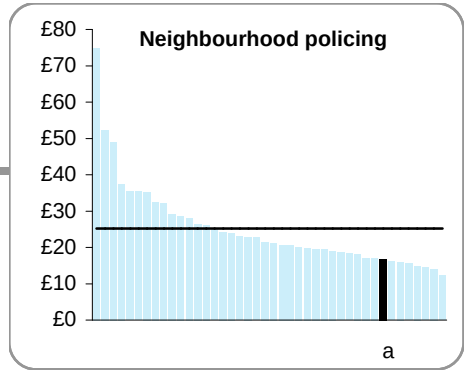
Source: POA estimates 2012/13

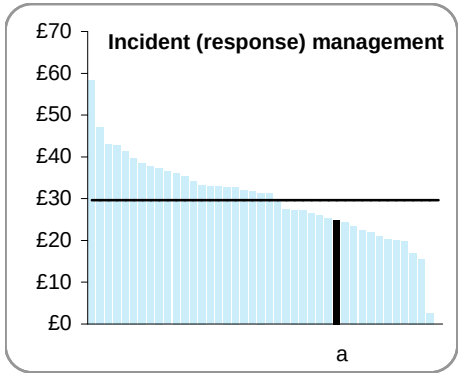
City of London

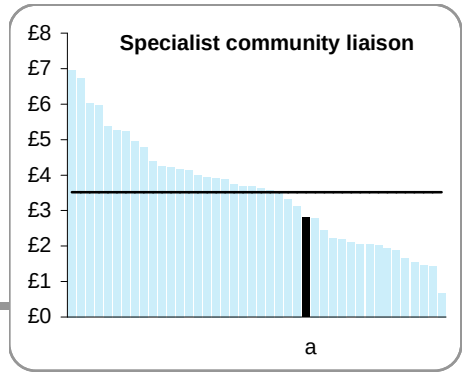
LOCAL POLICING including local investigation/ prisoner processing

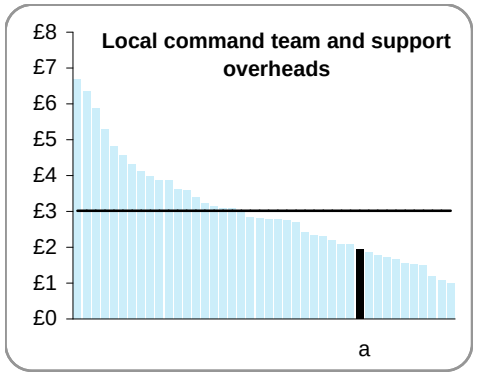
Objectives – cost per head of population





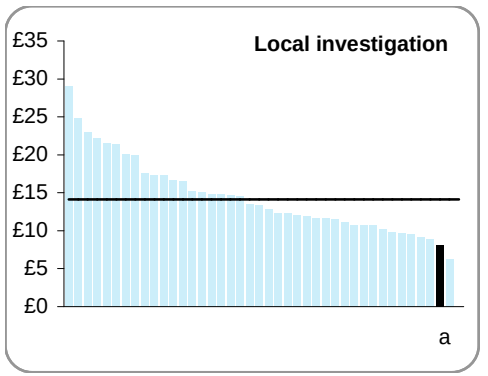






Population	308k

			Averages		*Diff £m*			
	£m	**£/head**	**All**	**MSG**	**All**	**MSG**	**% PO ***	**MSG**
Neighbourhood policing	5.2	16.7	25.2	16.7	-2.6	0.0	64%	64%
Incident (response) manageme	7.7	25.0	29.6	25.0	-1.4	0.0	100%	100%
Local Investigation	2.5	8.0	14.1	8.0	-1.9	0.0 <<	100%	100%
Specialist community liaison	0.9	2.8	3.5	2.8	-0.2	0.0	86%	86%
Command team & support	0.6	1.9	3.0	1.9	-0.3	0.0	53%	53%
Total local policing	16.8	54.5	75.4	54.5	-6.5	0.0 <<	87%	84%
Total exc local investigation	14.3	46.4	61.3	46.4	-4.6	0.0	85%	85%

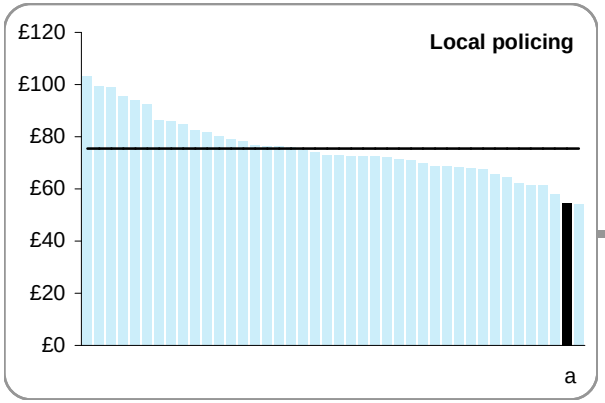


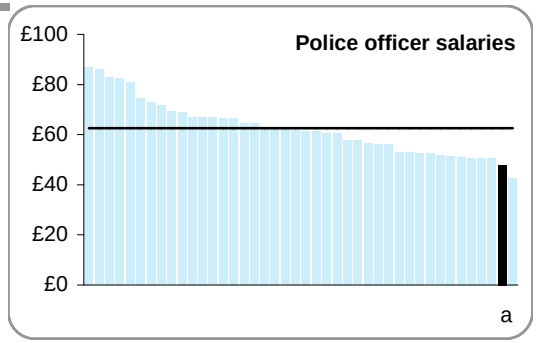
Source: POA estimates 2012/13

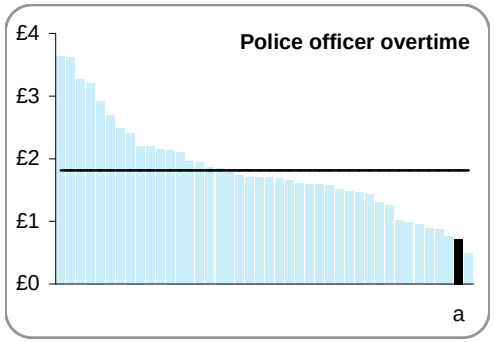
** PO salaries + overtime as % of gross expenditure*

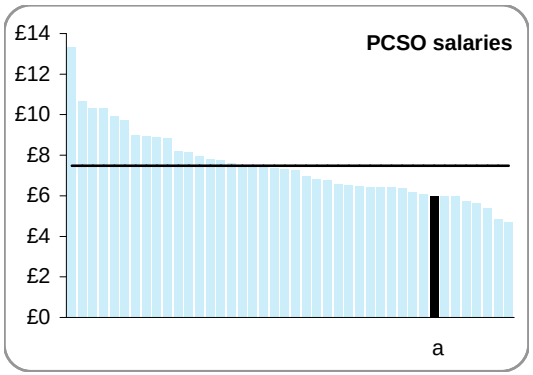
LOCAL POLICING

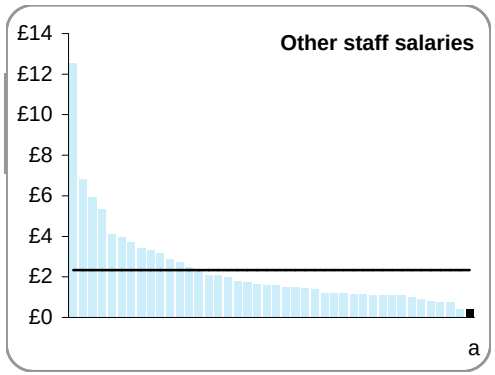
Use of resources

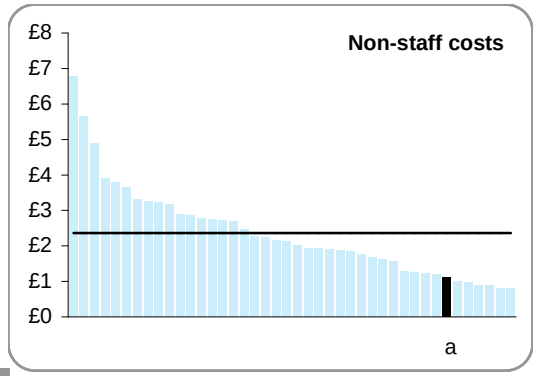


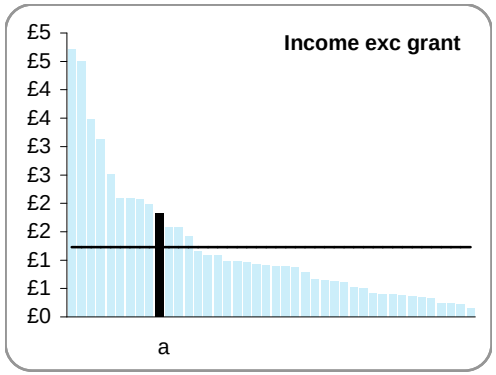












			Averages		*Diff FTE*	
Staffing	**FTE**	**FTE/1000**	**All**	**MSG**	**All**	**MSG**
Police officers	279	0.91	1.27	0.91	-112	0
PCSOs	52	0.17	0.25	0.17	-26	0
Police staff	3	0.01	0.08	0.01	-22	0

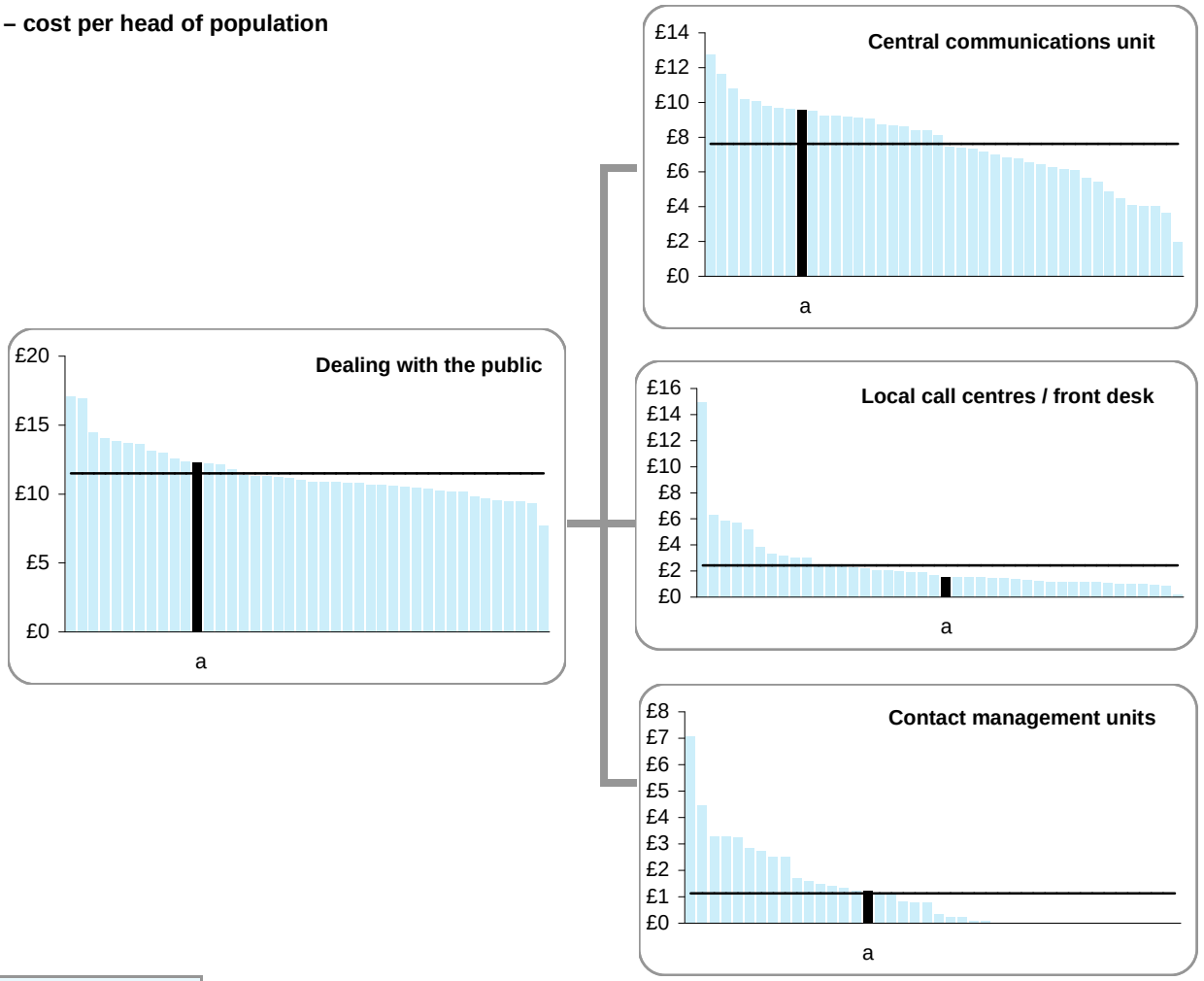
Expenditure	**£m**	**£/head**	**All**	**MSG**	**All**	**MSG**
PO salaries	14.8	48.1	62.6	48.1	-4.5	0.0
PO overtime	0.2	0.7	1.8	0.7	-0.3	0.0
PCSOs	1.9	6.0	7.5	6.0	-0.5	0.0
Police staff	0.1	0.4	2.4	0.4	-0.6	0.0
Non-staff costs	0.3	1.1	2.4	1.1	-0.4	0.0
Income	-0.6	-1.8	-1.2	-1.8	-0.2	0.0
Total cost	16.8	54.5	75.4	54.5	-6.5	0.0

Cost/fte		**All**	**MSG**	**All**	**MSG**
Police officers	£53k	£49k	£53k	1.1	0.0
PCSOs	£36k	£30k	£36k	0.3	0.0
Staff	£38k	£29k	£38k	0.0	0.0

Source: POA estimates 2012/13

DEALING WITH THE PUBLIC

Objectives – cost per head of population



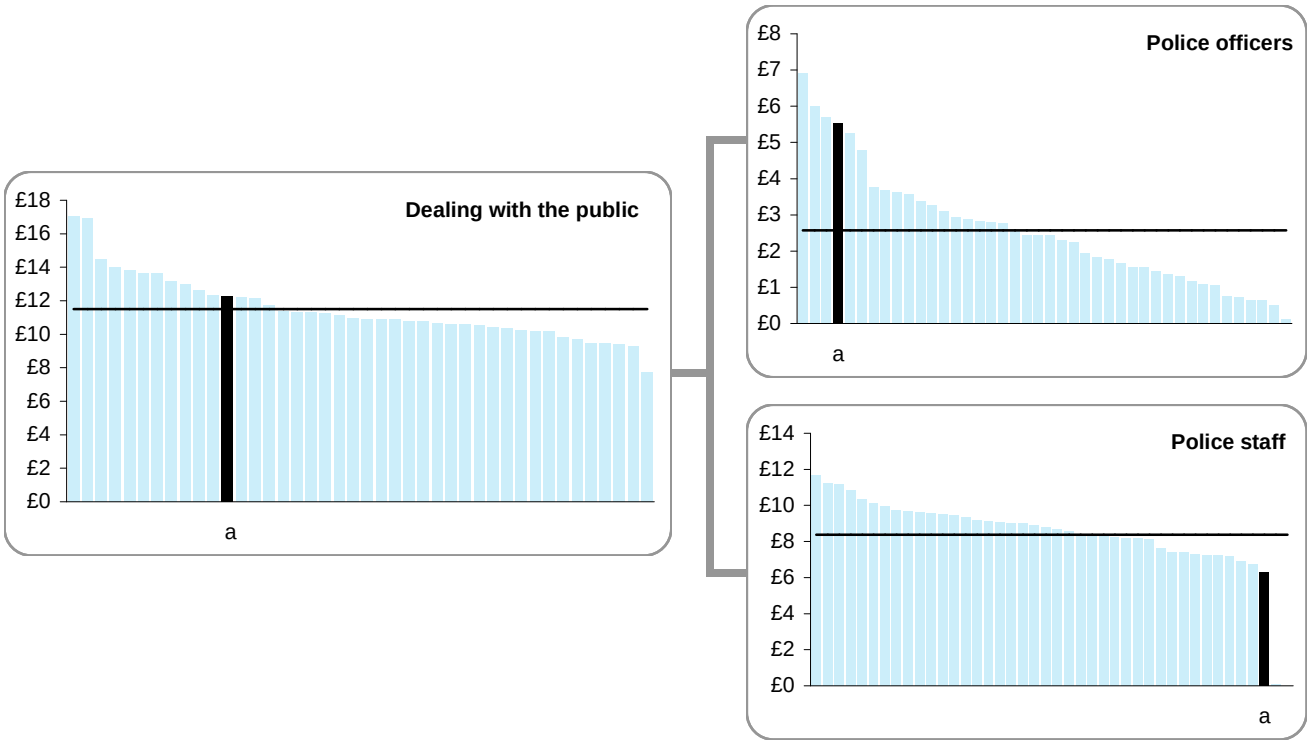
Population	308k

			Averages		*Diff £m*			
	£m	**£/head**	**All**	**MSG**	**All**	**MSG**	**% PO**	**MSG**
Central communications unit	3.0	9.6	7.6	9.6	0.6	0.0	53%	53%
Local call centres/front desk	0.5	1.5	2.4	1.5	-0.3	0.0	0%	0%
Contact management units	0.4	1.2	1.1	1.2	0.0	0.0	33%	33%
Command team & support	0.0	0.0	0.3	0.0	-0.1	0.0	na	0%
Total dealing with the public	3.8	12.3	11.5	12.3	0.2	0.0	45%	45%

Source: POA estimates 2012/13

DEALING WITH THE PUBLIC

Use of resources



			Averages		*Diff FTE*	
Staffing	**FTE**	**FTE/1000**	**All**	**MSG**	**All**	**MSG**
Police officers	26	0.08	0.05	0.08	12	0
Police Staff	46	0.15	0.26	0.15	-35	0

Expenditure	**£m**	**£/head**	**All**	**MSG**	**All**	**MSG**
Police officers	1.7	5.5	2.6	5.5	0.9	0.0
Police staff +PCSO	1.9	6.3	8.4	6.3	-0.6	0.0
Non-staff costs	0.2	0.6	0.6	0.6	0.0	0.0
Income	0.0	-0.1	-0.1	-0.1	0.0	0.0
Total cost	3.8	12.3	11.5	12.3	0.2	0.0

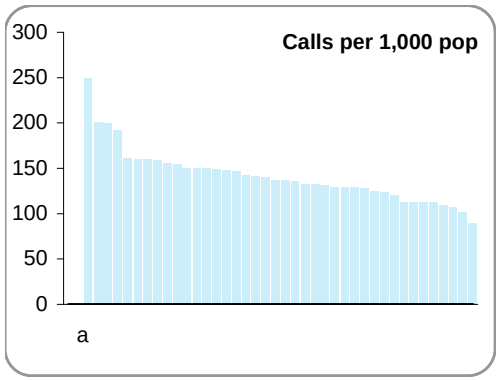
Cost/fte		**All**	**MSG**	**All**	**MSG**
Police officers	£65k	£55k	£65k	0.2	0.0
Police Staff	£42k	£31k	£42k	0.5	0.0

Source: POA estimates 2012/13

999 CALLS

2011/12

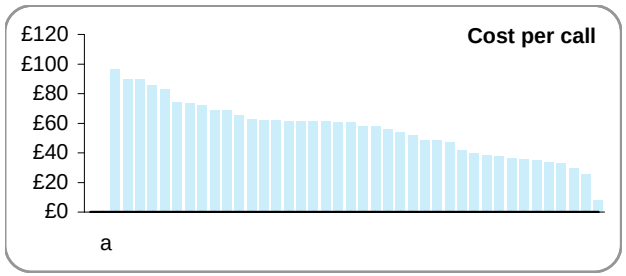
Data taken from ADR 441, showing the number of calls per 1,000 population and per staff within central communications units (CCU) and also within CCU + Front Desk combined to account for differences in force structure.
Cost per call is calculated using the same function.

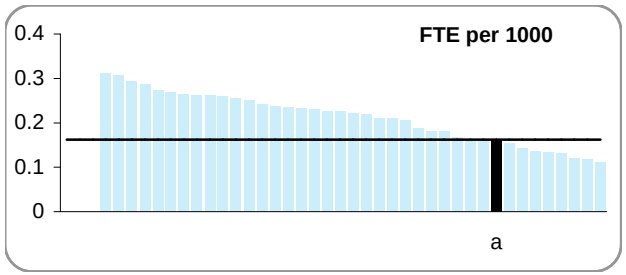


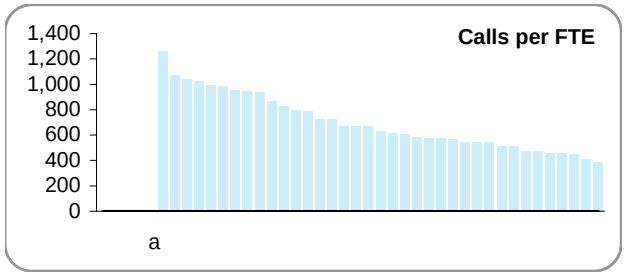
Population	308k
Calls received	-

Source: ADR 441

Central communications unit only







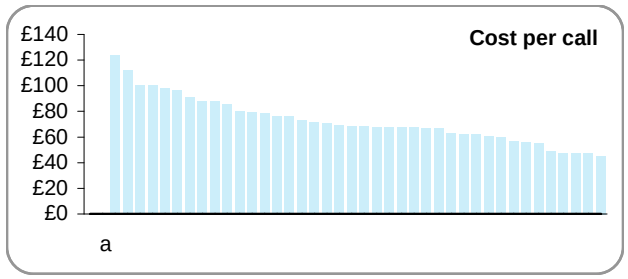
FTE staff	50
Gross cost	£3.0m

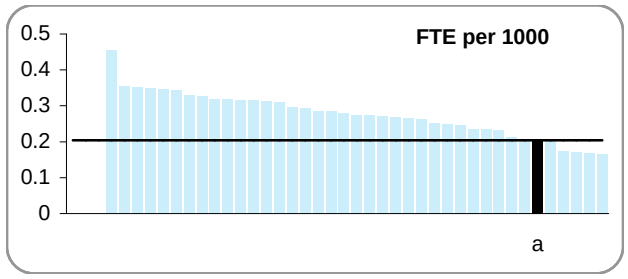
		Avg
FTE/1000 pop	0.16	0.16
Calls per FTE	na	0
Calls per 1000	na	0

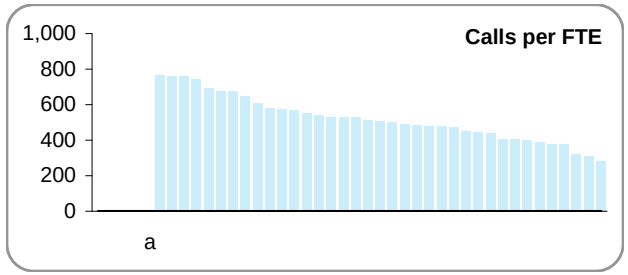
Cost per call	na	£0

Source: POA data

CCU + Front Desk







FTE staff	63
Gross cost	£3.4m

		Avg
FTE/1000 pop	0.20	0.20
Calls per FTE	na	0
Calls per 1000	na	0

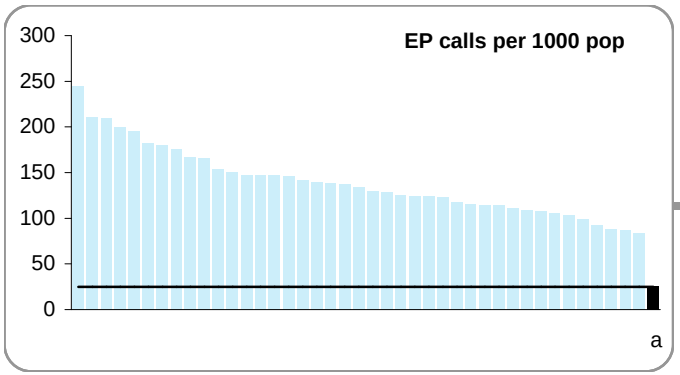
Cost per call	na	£0

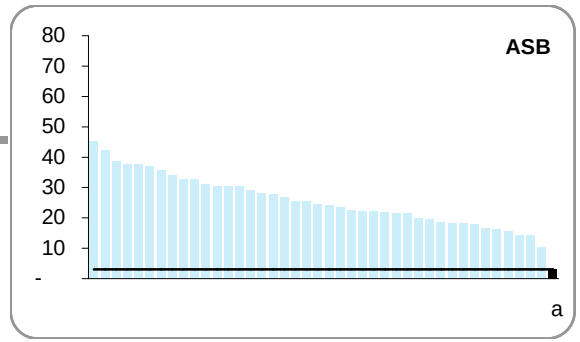
City of London

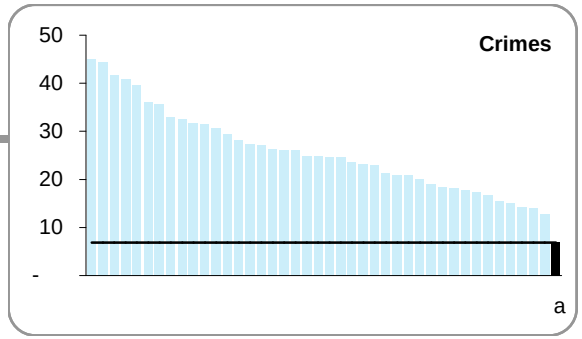
EMERGENCY & PRIORITY (EP) CALLS PER POPULATION

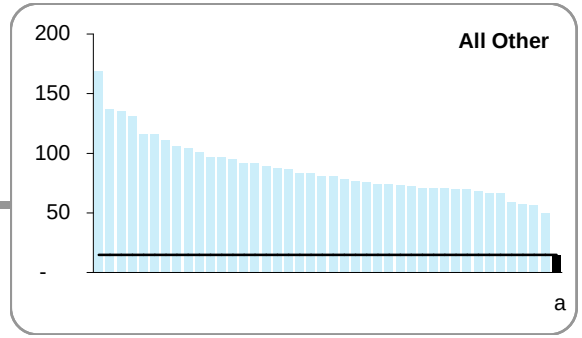
2011-12

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	308k

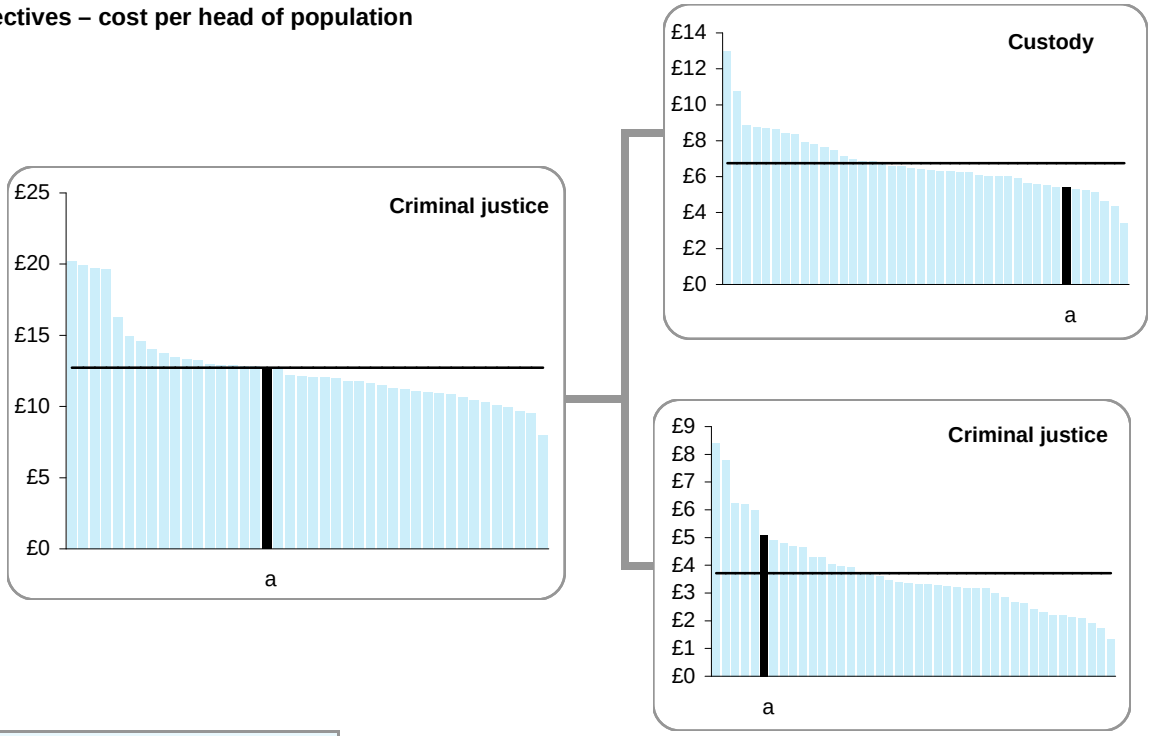
Calls

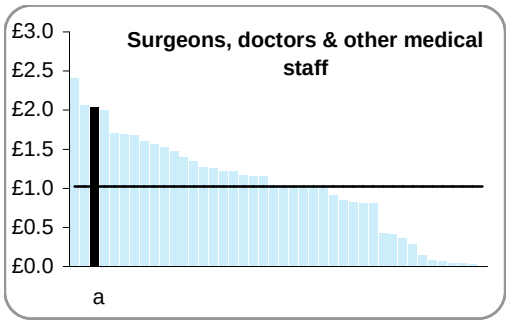
	Calls	Calls/1000	MSG Avg
ASB	943	3	3
Crimes	2,112	7	7
All Other	4,581	15	15
EP Total	7,636	25	25

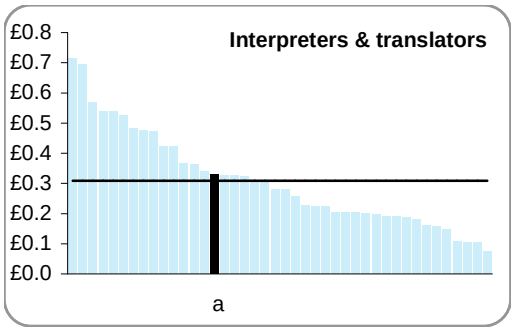
Source: ADR 342

CRIMINAL JUSTICE ARRANGEMENTS

Objectives – cost per head of population







Population	308k

			Averages		*Diff £m*			
	£m	**£/head**	**All**	**MSG**	**All**	**MSG**	**% PO**	**MSG**
Custody *	1.7	5.4	6.8	5.4	-0.4	0.0	51%	51%
Criminal justice	1.6	5.1	3.7	5.1	0.4	0.0	33%	33%
Police national computer	0.6	1.8	0.9	1.8	0.3	0.0	0%	0%
Criminal records bureau	0.0	0.0	0.4	0.0	-0.1	0.0	na	0%
Property officer / stores	0.1	0.2	0.3	0.2	0.0	0.0	0%	0%
Coroner assistance	0.1	0.2	0.2	0.2	0.0	0.0	100%	100%
Fixed penalty scheme	0.0	0.0	0.2	0.0	-0.1	0.0	na	0%
Command team & support	0.0	0.0	0.3	0.0	-0.1	0.0	na	0%
Total criminal justice arrangements	3.9	12.7	12.7	12.7	0.0	0.0	36%	36%

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

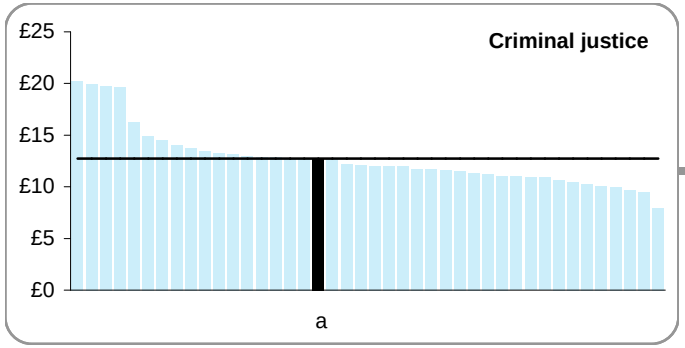
Note: Custody above includes

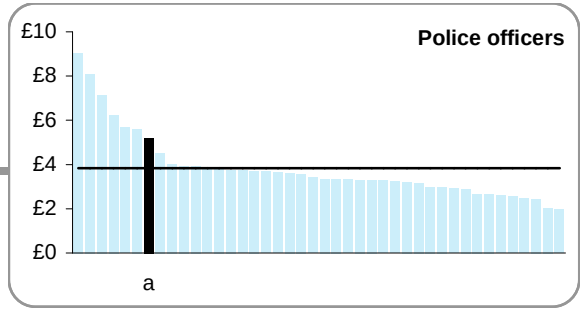
Surgeons, doctors & other medical	0.6	2.04	1.02	2.04	**0.3**	**0.0**
Interpreters & translators	0.1	0.33	0.31	0.33	**0.0**	**0.0**

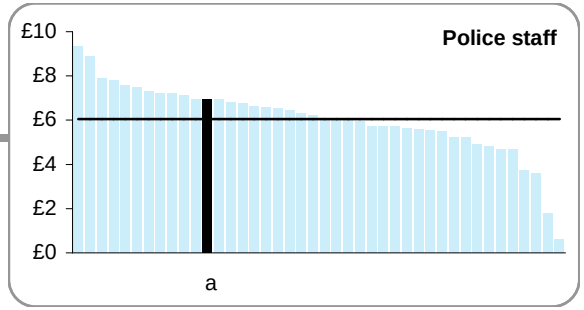
Source: CIPFA Police Estimates Statistics 2012-13, as POA data was incomplete within these objectives.

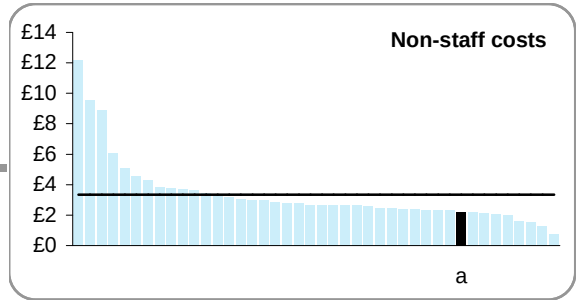
CRIMINAL JUSTICE ARRANGEMENTS

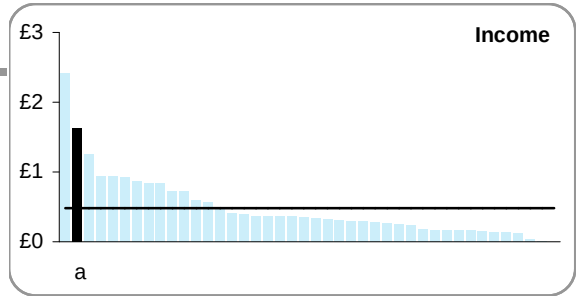
Use of resources











			Averages		*Diff FTE*	
Staffing	**FTE**	**FTE/1000**	**All**	**MSG**	**All**	**MSG**
Police officers	30	0.10	0.07	0.10	9	0
Police Staff	55	0.18	0.22	0.18	-12	0

					Diff £m	
Expenditure	**£m**	**£/head**	**All**	**MSG**	**All**	**MSG**
Police officers	1.6	5.2	3.8	5.2	0.4	0.0
Police staff +PCSO	2.1	6.9	6.0	6.9	0.3	0.0
Non-staff costs	0.7	2.2	3.3	2.2	-0.4	0.0
Income	-0.5	-1.6	-0.5	-1.6	-0.4	0.0
Total cost	3.9	12.7	12.7	12.7	0.0	0.0

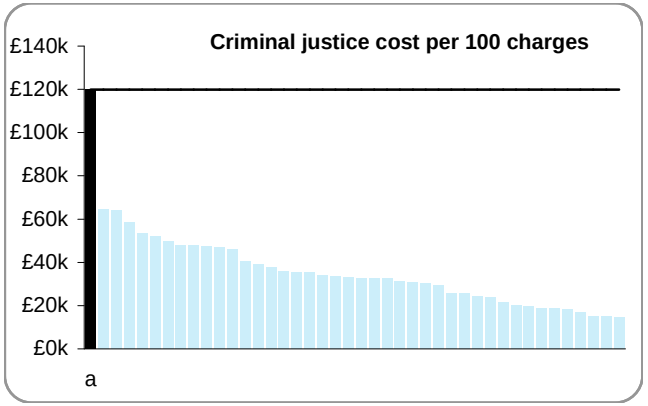
			Diff £m	
Cost/FTE		**All**	**MSG**	**All**	**MSG**
Police officers	£53k	£55k	£53k	-0.1	0.0
Police Staff	£39k	£28k	£39k	0.6	0.0

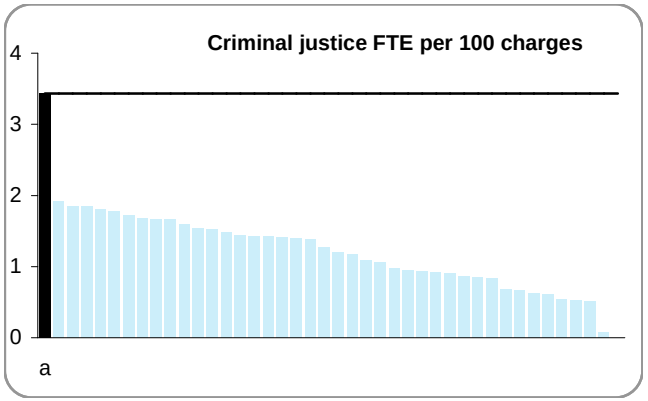
Source: POA estimates 2012/13

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	1,311

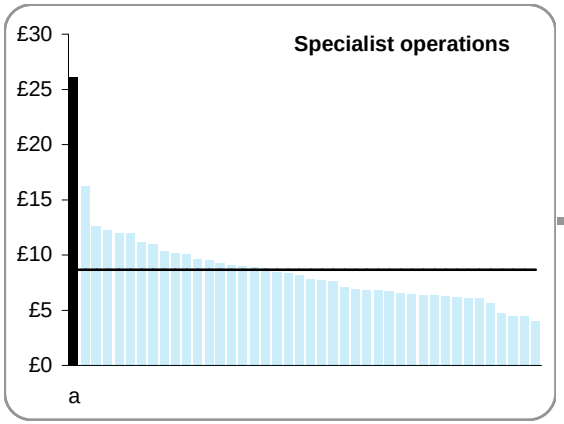
		per 100 charges	Group
Criminal justice FTE	45	3.4	3.4
Criminal justice cost	£1.6m	£120k	£120k

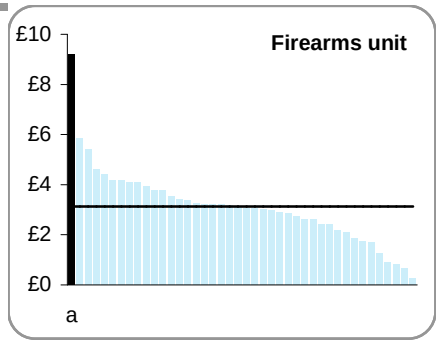
Diff
0
£0.0m

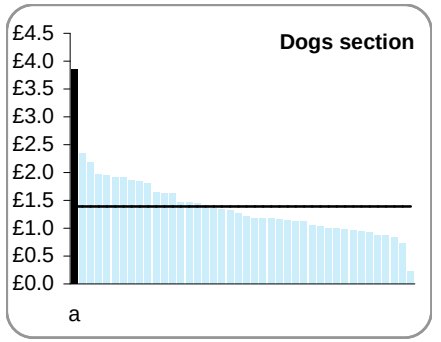
Source: POA estimates 2012/13

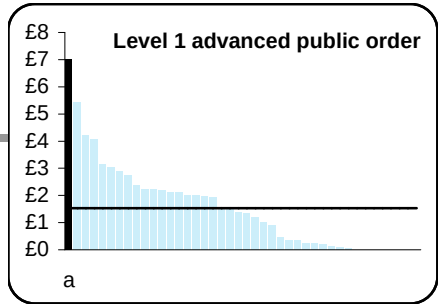
SPECIALIST OPERATIONS

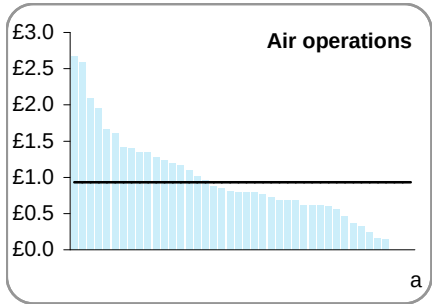
Objectives – cost per head of population

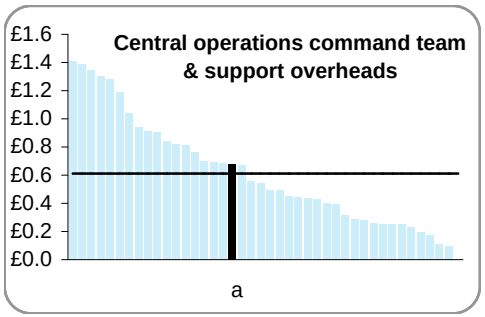












Population	308k

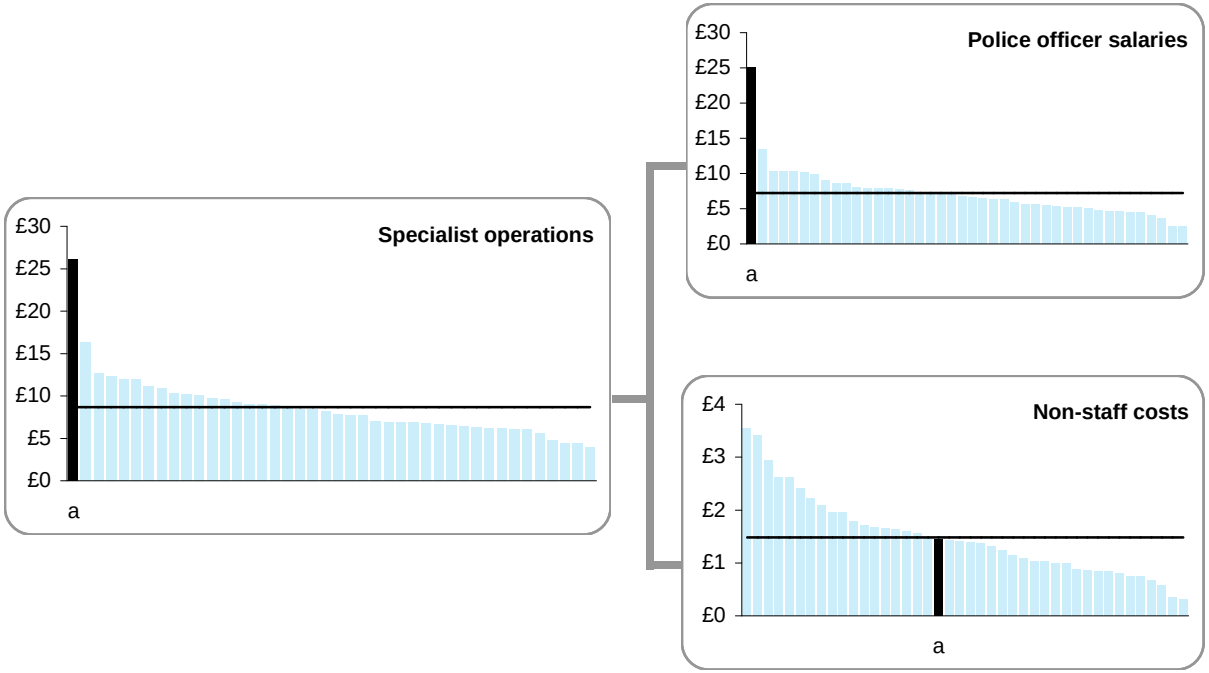
			Averages		**Diff £m**				
	£m	**£/head**	**All**	**MSG**	**All**	**MSG**		**% PO**	**MSG**
Firearms unit	2.8	9.2	3.1	9.2	1.9	0.0	<<	96%	96%
Dogs section	1.2	3.9	1.4	3.9	0.8	0.0	<<	99%	99%
Lev 1 adv public order	2.2	7.0	1.5	7.0	1.7	0.0	<<	98%	98%
Air operations	0.0	0.0	0.9	0.0	-0.3	0.0		na	0%
Civil contingencies	0.7	2.2	0.7	2.2	0.5	0.0	<<	81%	81%
Specialist terrain	0.0	0.0	0.1	0.0	0.0	0.0		na	0%
Mounted police	1.0	3.1	0.2	3.1	0.9	0.0	<<	69%	69%
Airports & ports	0.0	0.0	0.0	0.0	0.0	0.0		na	0%
Command team & support	0.2	0.7	0.6	0.7	0.0	0.0		96%	96%
Total specialist operations	8.0	26.1	8.7	26.1	5.4	0.0	<<	93%	93%

Staffing	**FTE**
Firearms unit	53
Dogs section	19
Lev 1 adv public order	39

Source: POA estimates 2012/13

SPECIALIST OPERATIONS

Use of resources



			Averages		*Diff FTE*	
Staffing	**FTE**	**FTE/1000**	**All**	**MSG**	**All**	**MSG**
Police officers	133	0.43	0.14	0.43	90	0
Police Staff	4	0.01	0.01	0.01	0	0

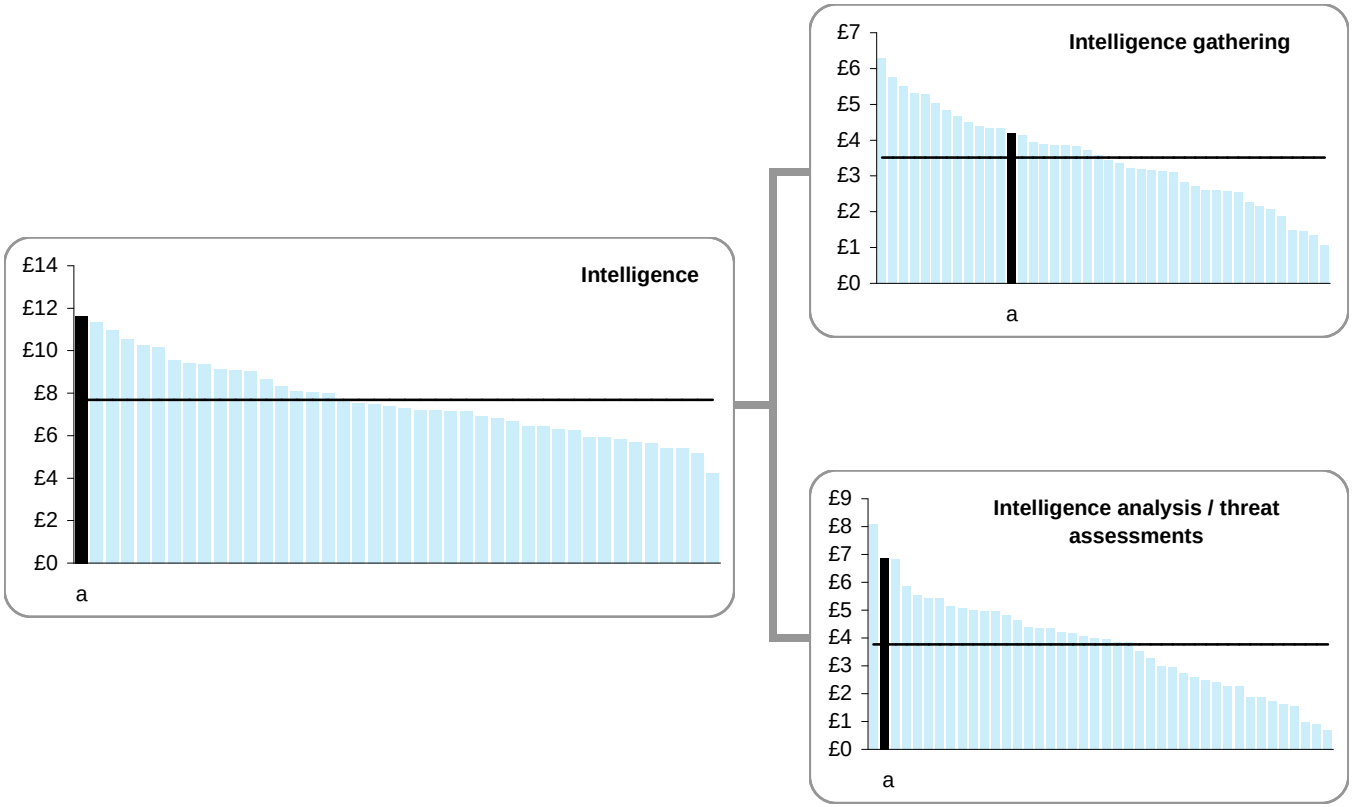
					Diff £m	
Expenditure	**£m**	**£/head**	**All**	**MSG**	**All**	**MSG**
PO salaries	7.7	25.0	7.2	25.0	5.5	0.0
PO overtime	0.3	0.9	0.3	0.9	0.2	0.0
Police staff	0.2	0.5	0.5	0.5	0.0	0.0
Non-staff costs	0.4	1.4	1.5	1.4	0.0	0.0
Income	-0.5	-1.8	-0.9	-1.8	-0.3	0.0
Total cost	8.0	26.1	8.7	26.1	5.4	0.0

			Diff £m	
Cost/fte		**All**	**MSG**	**All**	**MSG**
Police officers	£58k	£52k	£58k	0.8	0.0
Police staff	£39k	£32k	£39k	0.0	0.0

Source: POA estimates 2012/13

INTELLIGENCE

Objectives – cost per head of population



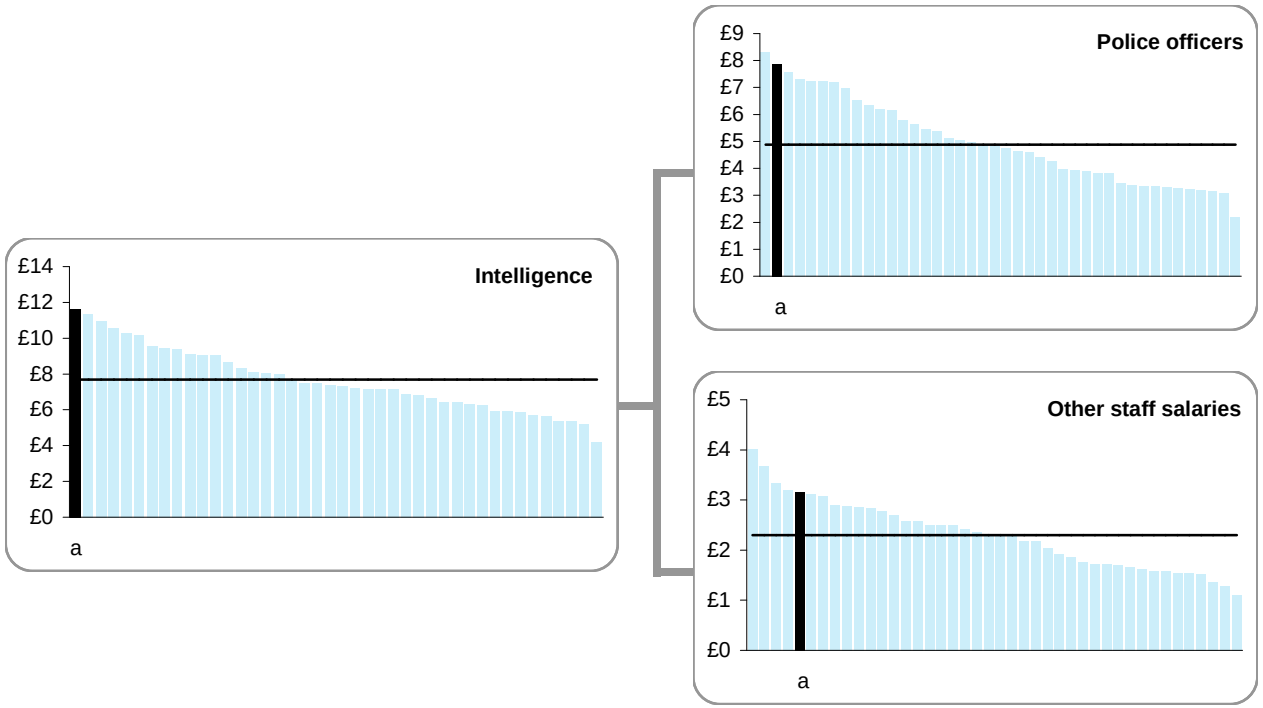
Population	308k

	£m	£/head	Averages All	Averages MSG	Diff £m All	Diff £m MSG		% PO	% PO MSG
Intelligence gathering	1.3	4.2	3.5	4.2	0.2	0.0		95%	95%
Intelligence analysis/threat assessments	2.1	6.9	3.8	6.9	1.0	0.0	<<	48%	48%
Command team & support	0.2	0.6	0.4	0.6	0.1	0.0		100%	100%
Total intelligence	3.6	11.6	7.7	11.6	1.2	0.0	<<	68%	68%

Source: POA estimates 2012/13

INTELLIGENCE

Use of resources



			Averages		*Diff FTE*	
Staffing	**FTE**	**FTE/1000**	**All**	**MSG**	**All**	**MSG**
Police officers	40	0.13	0.09	0.13	12	0
Police staff	25	0.08	0.07	0.08	2	0

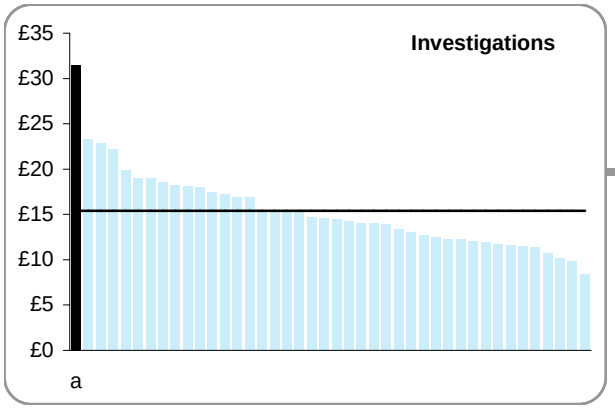
					Diff £m	
Expenditure	**£m**	**£/head**	**All**	**MSG**	**All**	**MSG**
Police officers	2.4	7.9	5.0	7.9	0.9	0.0
Police staff	1.0	3.2	2.3	3.2	0.3	0.0
Non-staff costs	0.2	0.6	0.7	0.6	0.0	0.0
Income	0.0	0.0	-0.3	0.0	0.1	0.0
Total cost	3.6	11.6	7.7	11.6	1.2	0.0

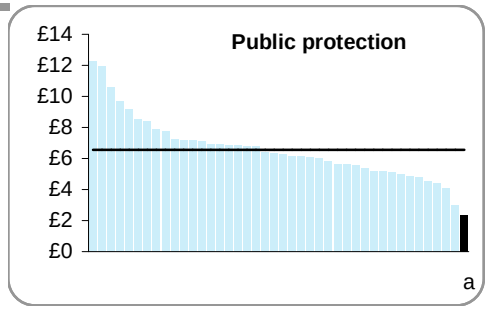
			Diff £m	
Cost/fte		**All**	**MSG**	**All**	**MSG**
Police officers	£60k	£53k	£60k	0.3	0.0
Police staff	£38k	£30k	£38k	0.2	0.0

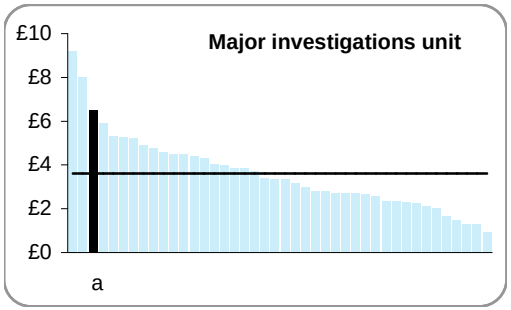
Source: POA estimates 2012/13

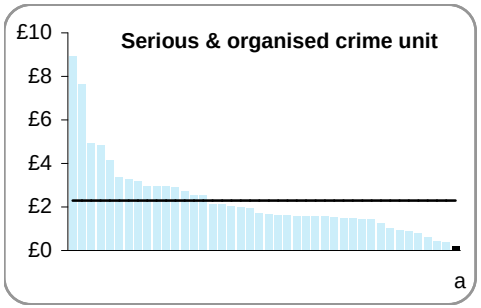
INVESTIGATIONS exc local investigation/prisoner processing

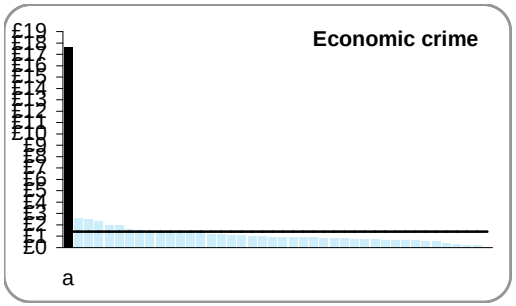
Objectives – cost per head of population

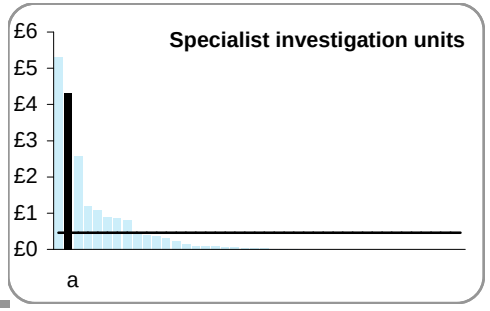


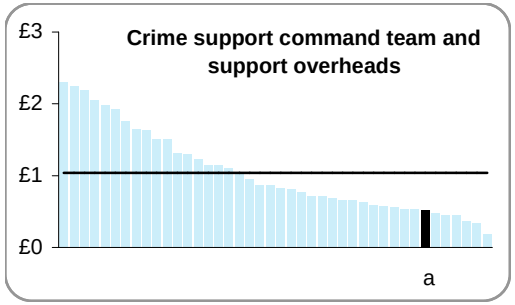












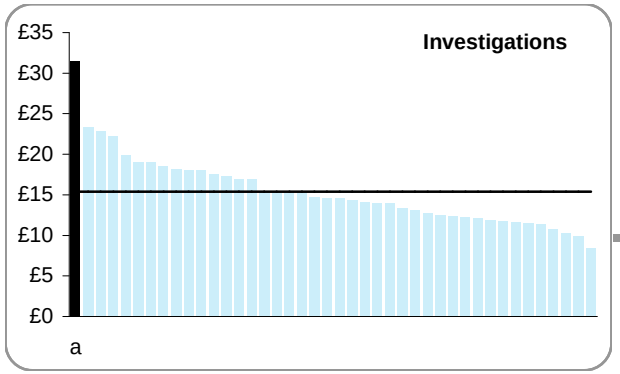
Population	308k

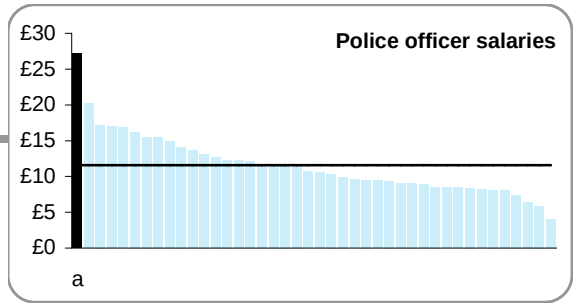
			Averages		*Diff £m*				
	£m	**£/head**	**All**	**MSG**	**All**	**MSG**		**% PO**	**MSG**
Public protection	0.7	2.32	6.55	2.32	-1.3	0.0	<<	93%	93%
Major investigations unit	2.0	6.48	3.61	6.48	0.9	0.0		94%	94%
Serious/organised crime unit	0.1	0.20	2.30	0.20	-0.6	0.0	<<	100%	100%
Economic crime	5.4	17.62	1.42	17.62	5.0	0.0	<<	84%	84%
Specialist investigation units	1.3	4.30	0.46	4.30	1.2	0.0	<<	95%	95%
Command team & support	0.2	0.52	1.04	0.52	-0.2	0.0		79%	79%
Total	9.7	31.44	15.39	31.44	4.9	0.0	<<	88%	77%

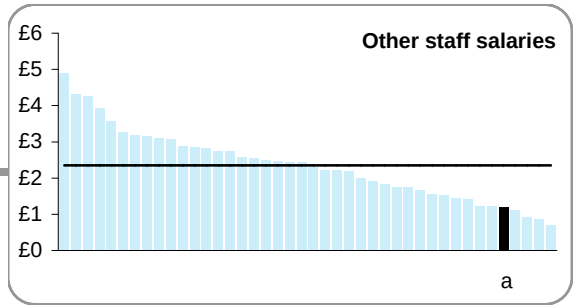
Source: POA estimates 2012/13

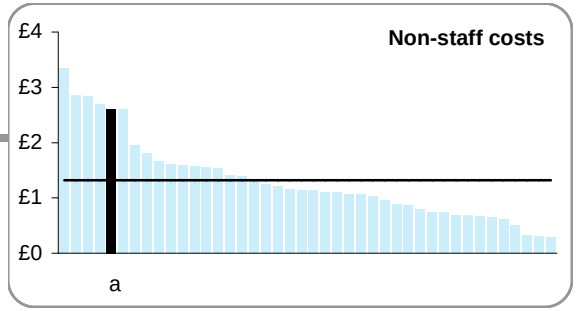
INVESTIGATIONS

Use of resources









			Averages		*Diff FTE*	
Staffing	**FTE**	**FTE/1000**	**All**	**MSG**	**All**	**MSG**
Police officers	139	0.45	0.23	0.45	68	0
Police staff	9	0.03	0.07	0.03	-14	0

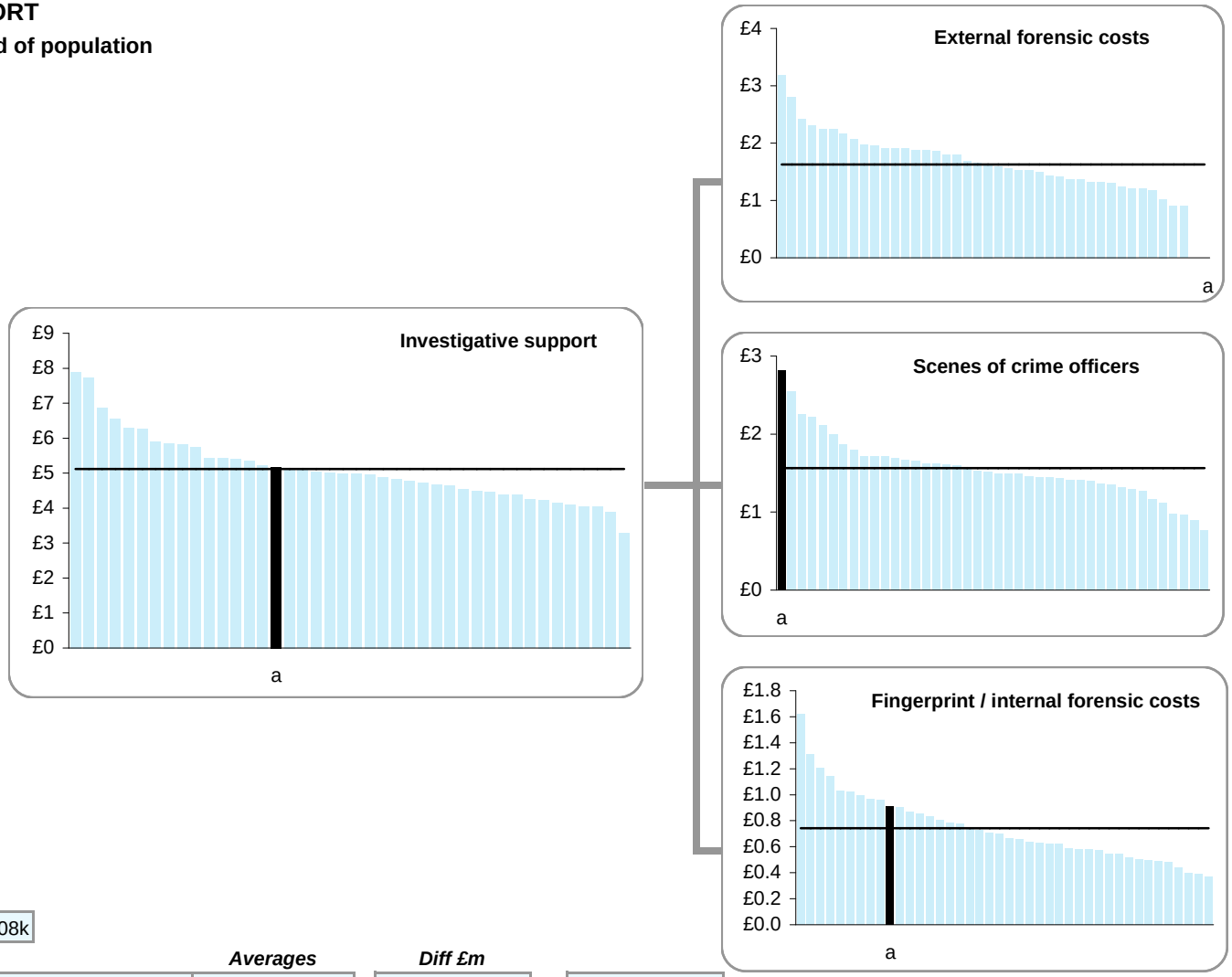
					Diff £m	
Expenditure	**£m**	**£/head**	**All**	**MSG**	**All**	**MSG**
PO salaries	8.4	27.2	11.6	27.2	4.8	0.0
PO overtime	0.1	0.5	0.6	0.5	0.0	0.0
Police staff	0.4	1.2	2.3	1.2	-0.4	0.0
Non-staff costs	0.8	2.6	1.3	2.6	0.4	0.0
Income	0.0	0.0	-0.5	0.0	0.1	0.0
Total cost	9.7	31.4	15.4	31.4	4.9	0.0

			Diff £m	
Cost/FTE		**All**	**MSG**	**All**	**MSG**
Police officers	£60k	£50k	£60k	1.4	0.0
Police staff	£41k	£31k	£41k	0.1	0.0

Source: POA estimates 2012/13

INVESTIGATIVE SUPPORT

Objectives – cost per head of population



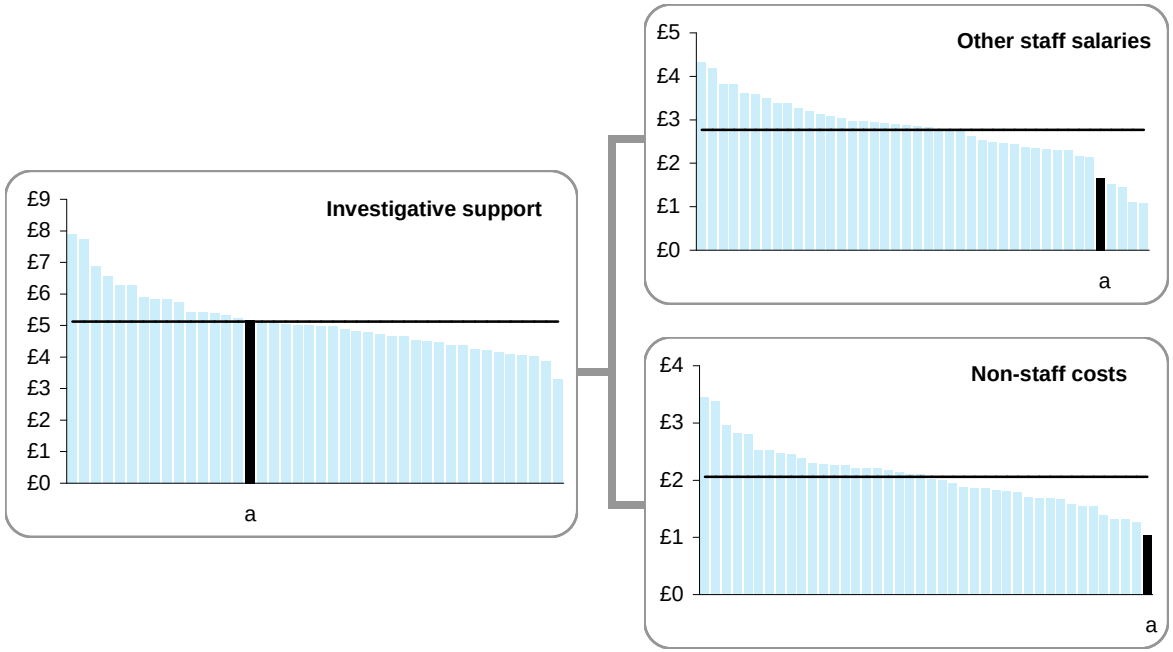
Population	308k

			Averages		*Diff £m*				
	£m	**£/head**	**All**	**MSG**	**All**	**MSG**		**% PO**	**MSG**
External forensic costs	0.0	-	1.63	-	-0.5	0.0	<<	na	0%
Scenes of crime officers	0.9	2.81	1.56	2.81	0.4	0.0	<<	44%	44%
Fingerprint/DNA bureau	0.3	0.91	0.74	0.91	0.1	0.0		0%	0%
Photographic image recovery	0.0	0.11	0.27	0.11	-0.1	0.0		0%	0%
Other forensic services	0.4	1.35	0.74	1.35	0.2	0.0		91%	91%
Command team & support	0.0	-	0.18	-	-0.1	0.0		na	0%
Total investigative support	1.6	5.18	5.12	5.18	0.0	0.0		48%	48%

Source: POA estimates 2012/13

INVESTIGATIVE SUPPORT

Use of resources



Staffing	FTE	FTE/1000	All	MSG
Police officers	11	0.04	0.01	0.04
Police staff	12	0.04	0.08	0.04

Diff FTE

All	MSG
9	0
-12	0

Expenditure	£m	£/head	Avg	MSG
PO salaries	0.8	2.5	0.3	2.5
Police staff	0.5	1.7	2.8	1.7
Non-staff costs	0.3	1.0	2.1	1.0
Income	0.0	0.0	0.0	0.0
Total cost	1.6	5.2	5.1	5.2

Diff £m

All	MSG
0.7	0.0
-0.3	0.0
-0.3	0.0
0.0	0.0
0.0	0.0

Cost/fte		Avg	MSG
Police officers	£68k	£55k	£68k
Police staff	£43k	£35k	£43k

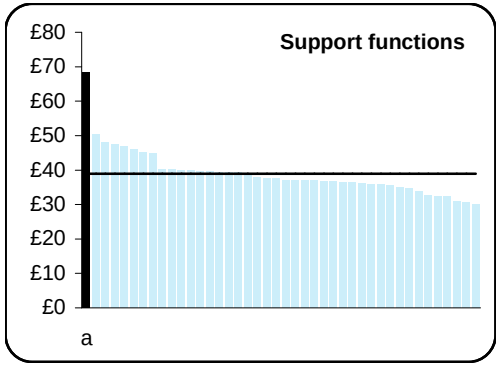
Diff £m

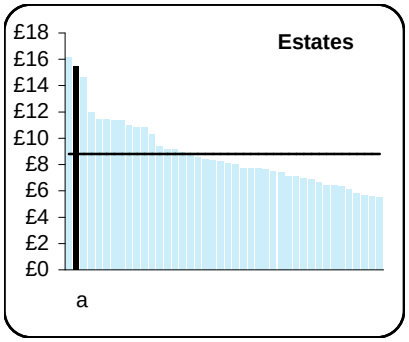
All	MSG
0.1	0.0
0.1	0.0

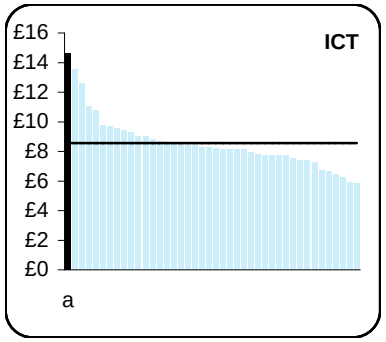
Source: POA estimates 2012/13

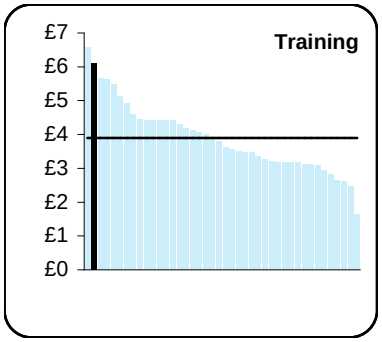
SUPPORT FUNCTIONS

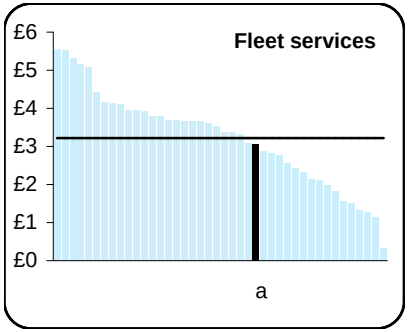
Objectives – cost per head of population

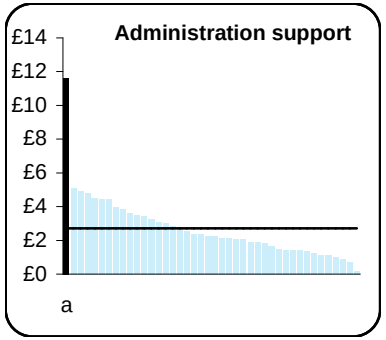


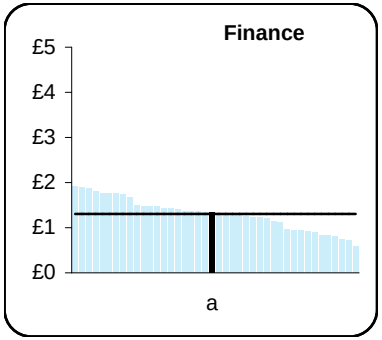


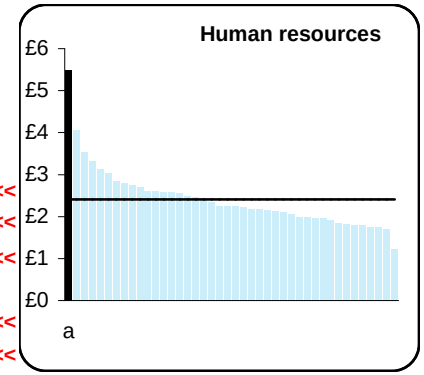


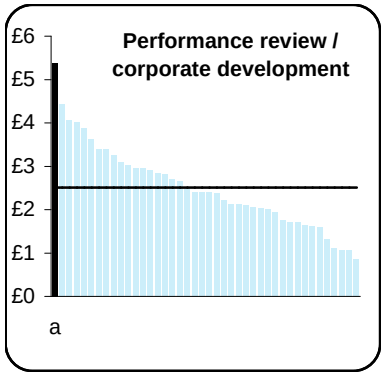












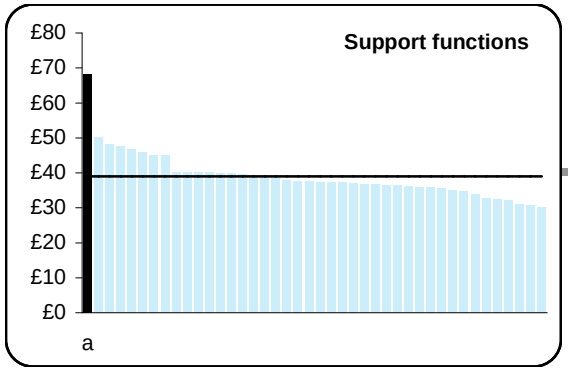
Population	308

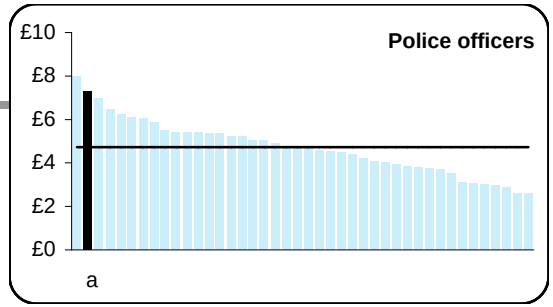
			Averages		*Diff £m*		
	£m	**£/head**	**All**	**MSG**	**All**	**MSG**	
Estates/building costs	4.8	15.5	8.8	15.5	2.1	0.0	<<
ICT	4.5	14.6	8.6	14.6	1.9	0.0	<<
Training	1.9	6.1	3.9	6.1	0.7	0.0	<<
Fleet services	0.9	3.1	3.2	3.1	-0.1	0.0	
Administration support	3.6	11.6	2.7	11.6	2.8	0.0	<<
Human resources	1.7	5.5	2.4	5.5	0.9	0.0	<<
Finance	0.4	1.3	1.3	1.3	0.0	0.0	
Performance review	1.7	5.4	2.5	5.4	0.9	0.0	<<
Professional standards	0.8	2.7	1.4	2.7	0.4	0.0	<<
All other	0.8	2.5	4.2	2.5	-0.5	0.0	<<
Total	21.1	68.3	39.0	68.3	9.0	0.0	<<

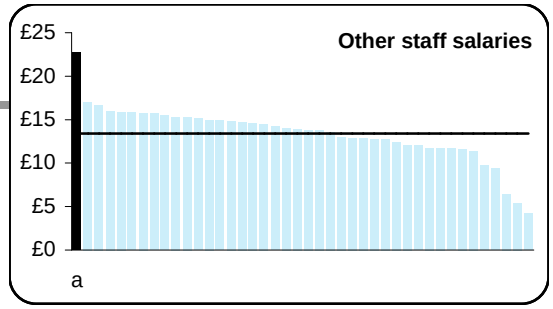
Source: POA estimates 2012/13

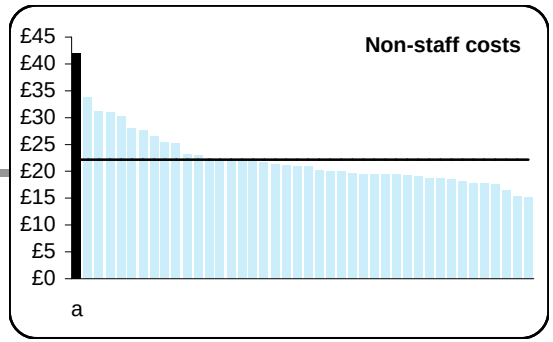
SUPPORT FUNCTIONS

Use of resources









			Averages		*Diff FTE*	
Staffing	**FTE**	**FTE/1000**	**All**	**MSG**	**All**	**MSG**
Police officers	58	0.19	0.08	0.19	35	0
Police staff	188	0.61	0.40	0.61	65	0

					Diff £m	
Expenditure	**£m**	**£/head**	**All**	**MSG**	**All**	**MSG**
Police officers	2.2	7.3	4.7	7.3	0.8	0.0
Police staff	7.0	22.7	13.4	22.7	2.9	0.0
Non-staff costs	12.9	42.0	22.2	42.0	6.1	0.0
Income	-1.1	-3.6	-1.4	-3.6	-0.7	0.0
Total cost	21.1	68.3	39.0	68.3	9.0	0.0

			Diff £m	
Cost/FTE		**All**	**MSG**	**All**	**MSG**
Police officers	£39k	£61k	£39k	-1.3	0.0
Police staff	£37k	£34k	£37k	0.7	0.0

Source: POA estimates 2012/13

SUPPORT FUNCTIONS

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

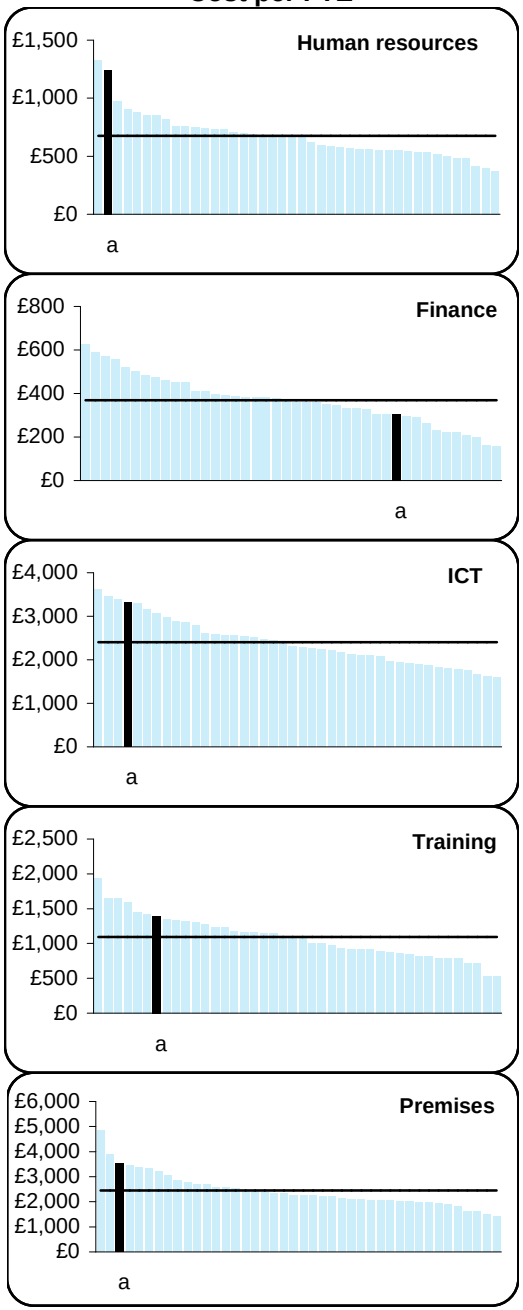
Total FTE	1,354
Total NRE	£90m

	Cost £m	per FTE	Avg	Diff £m
Human resources	1.69	£1,245	£675	0.8
Finance	0.41	£305	£369	-0.1
ICT	4.50	£3,325	£2,407	1.2
Training	1.88	£1,391	£1,095	0.4
Premises	4.77	£3,525	£2,452	1.5

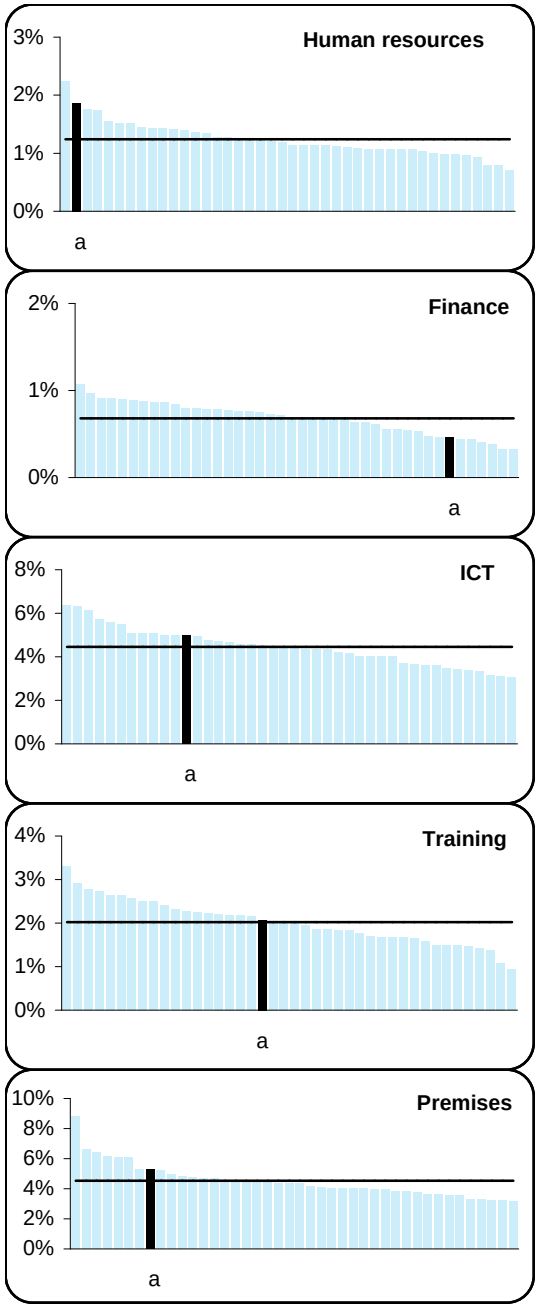
	% NRE	Avg	Diff £m
Human resources	1.9%	1.2%	0.6
Finance	0.5%	0.7%	-0.2
ICT	5.0%	4.4%	0.5
Training	2.1%	2.0%	0.1
Premises	5.3%	4.5%	0.7

Source: POA estimates 2012/13

Cost per FTE

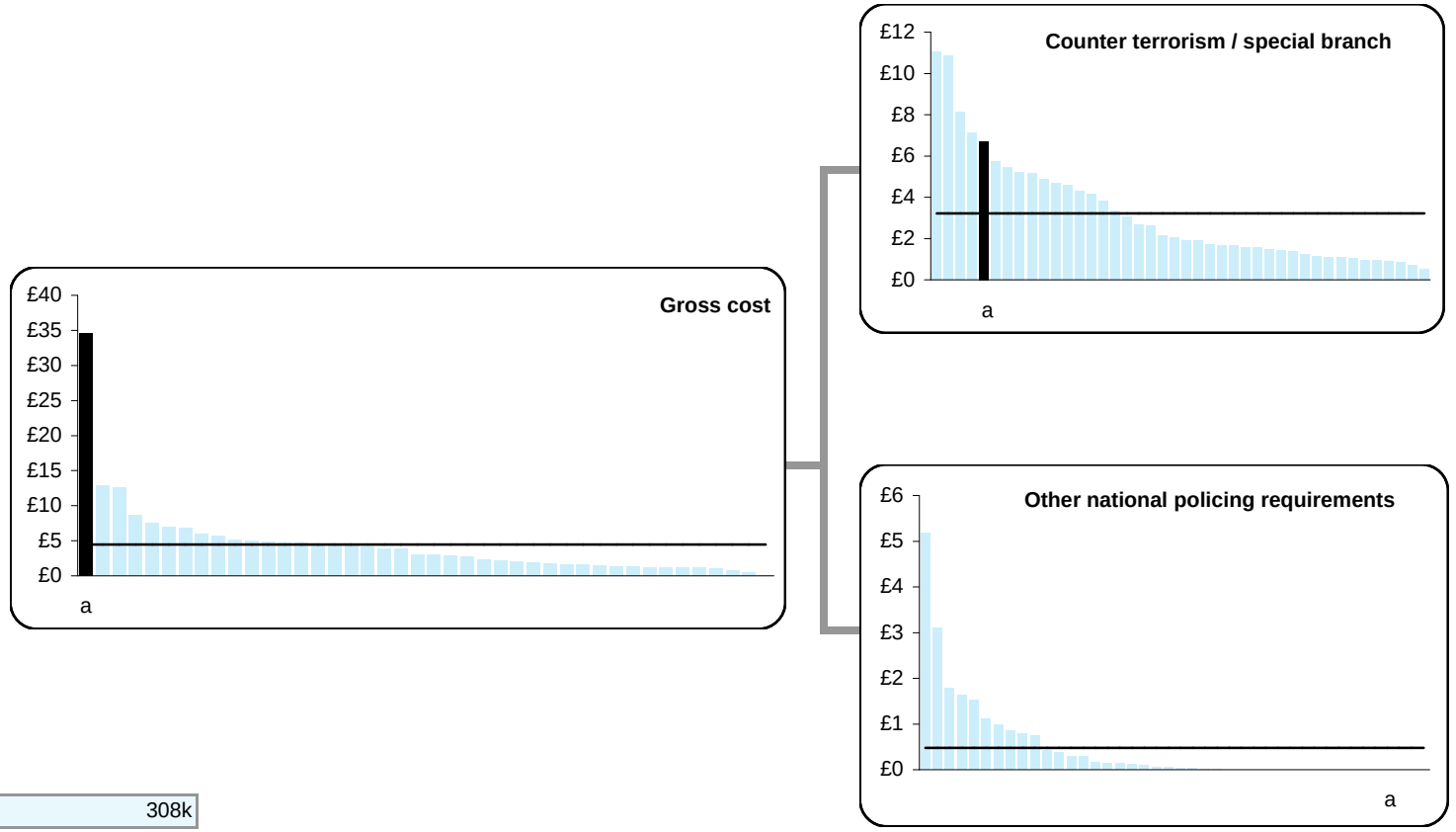


% NRE



NATIONAL POLICING

Objectives – cost per head of population



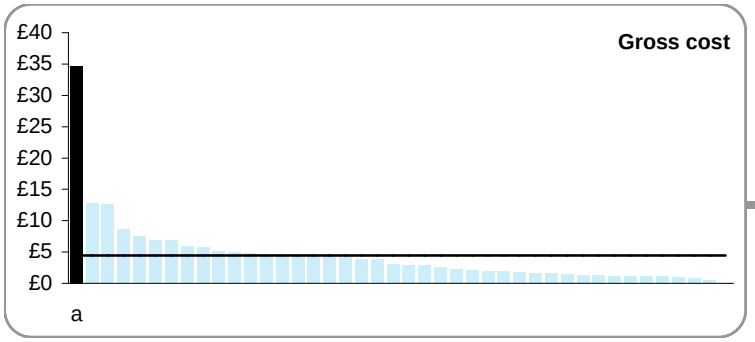
Population	308k

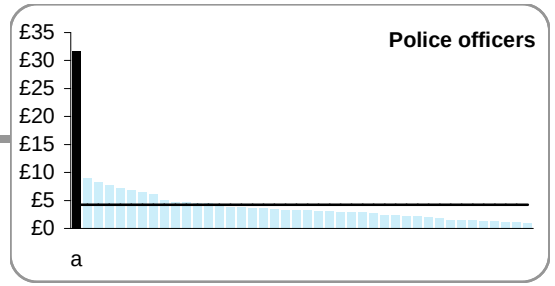
			Averages		Diff £m				
	£m	£/head	All	MSG	All	MSG		% PO	MSG
Counter terrorism/special branch	2.1	6.72	3.22	6.72	1.1	0.0		80%	80%
Other national policing requirements	0.0	0.00	0.48	0.00	-0.1	0.0		na	0%
Hosting national services	8.6	27.84	0.68	27.84	8.4	0.0		48%	48%
Secondments (out of force)	0.0	0.00	0.00	0.00	0.0	0.0		97%	97%
ACPO projects / initiatives	0.0	0.00	0.07	0.00	0.0	0.0		na	0%
Total	10.6	34.56	4.46	34.56	9.3	0.0	<<	54%	54%
Specific grants	14.6	47.37	3.97	47.37	13.4	0.0	<<		
Cost net of grants	-3.9	-12.80	0.49	-12.80	-4.1	0.0	<<		

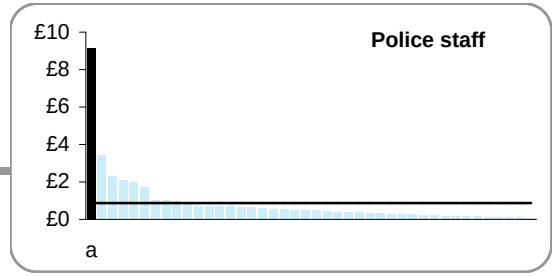
Source: POA estimates 2012/13

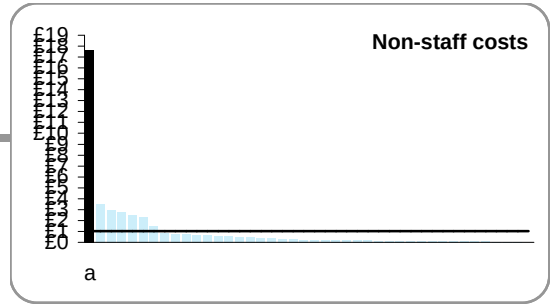
NATIONAL POLICING

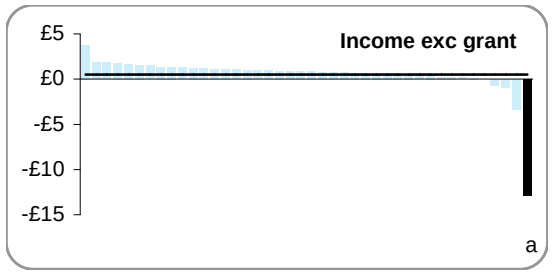
Use of resources











			Averages		*Diff FTE*	
Staffing	**FTE**	**FTE/1000**	**All**	**MSG**	**All**	**MSG**
Police officers	129	0.42	0.07	0.42	107	0
PCSOs	-	-	0.00	-	0	0
Police staff	73	0.24	0.03	0.24	65	0

					Diff £m	
Expenditure	**£m**	**£/head**	**All**	**MSG**	**All**	**MSG**
Police officers	9.8	31.7	4.2	31.7	8.4	0.0
Police staff	2.8	9.1	0.9	9.1	2.5	0.0
Non-staff costs	5.4	17.6	1.0	17.6	5.1	0.0
Income	-7.3	-23.8	-1.7	-23.8	-6.8	0.0
Total cost	10.6	34.6	4.5	34.6	9.3	0.0
Specific grants	14.6	47.4	4.0	47.4	13.4	0.0
Cost net of grants	-3.9	-12.8	0.5	-12.8	-4.1	0.0

			Diff £m	
Cost/fte		**All**	**MSG**	**All**	**MSG**
Police officers	£72k	£57k	£72k	1.9	0.0
Police staff	£38k	£33k	£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									
	Police officers	Staff /PCSO	%Staff/ PCSOs	National median %	Difference from median (no. of posts)	Cost of difference	National UQ %	Difference from UQ (no. of posts)	Cost of difference	Difference in median pay
Criminal Justice	na	na	na	na	na	na	na	na	na	na
Central Communications Unit	na	na	na	na	na	na	na	na	na	na
Intelligence Analysis	na	na	na	na	na	na	na	na	na	na
Administration Support	na	na	na	na	na	na	na	na	na	na
Local Call Centres / Front Desk	na	na	na	na	na	na	na	na	na	na
Training	na	na	na	na	na	na	na	na	na	na
Intelligence Gathering	na	na	na	na	na	na	na	na	na	na
Custody	na	na	na	na	na	na	na	na	na	na
Contact Management Units	na	na	na	na	na	na	na	na	na	na
Human Resources	na	na	na	na	na	na	na	na	na	na
Other Forensic Services	na	na	na	na	na	na	na	na	na	na
Scenes of Crime Officers	na	na	na	na	na	na	na	na	na	na
Grand Total	na	na			na	na		na	na	

Source: POA estimates 2012/13

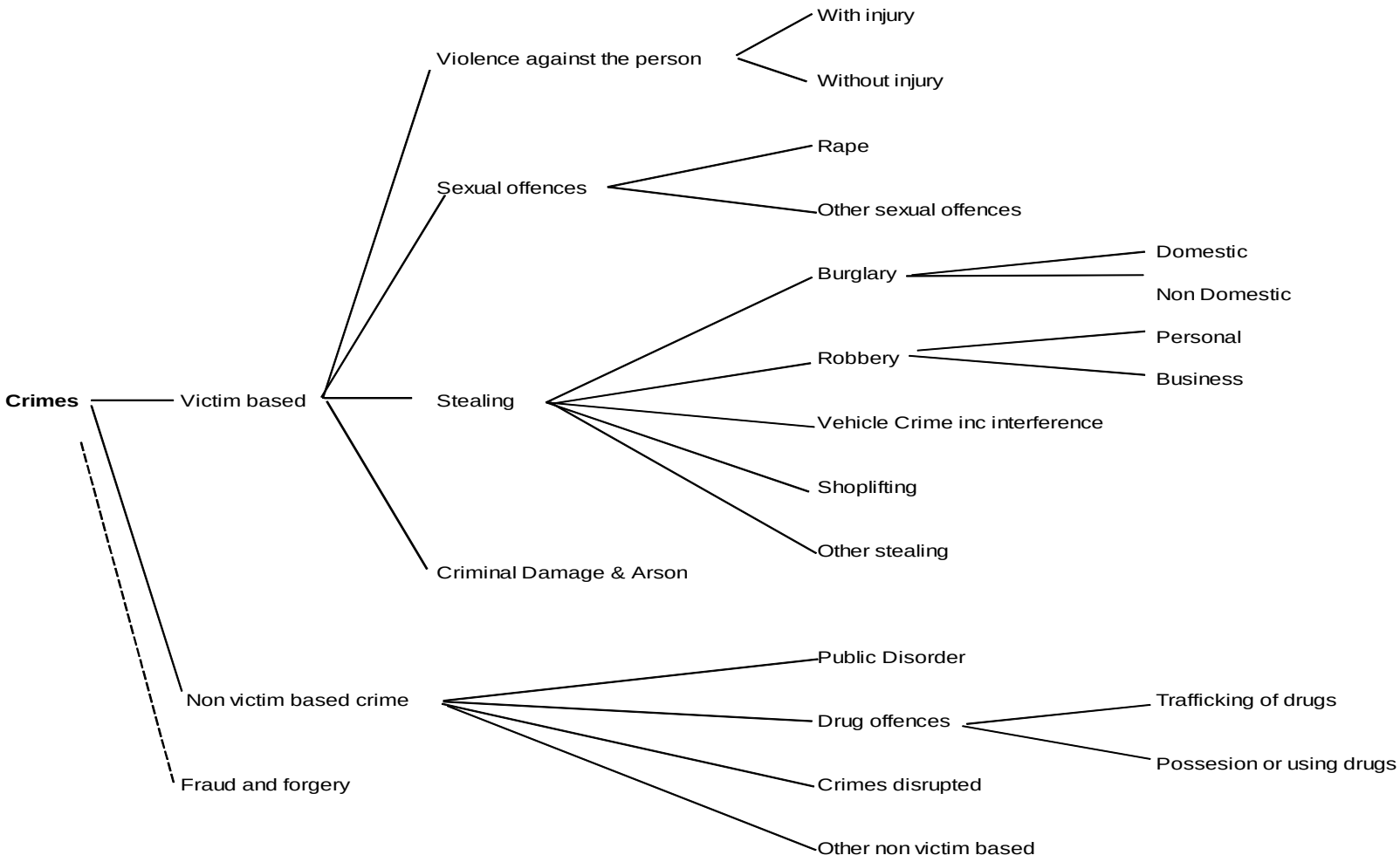
Total CoD per population	na	na

City of London

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.

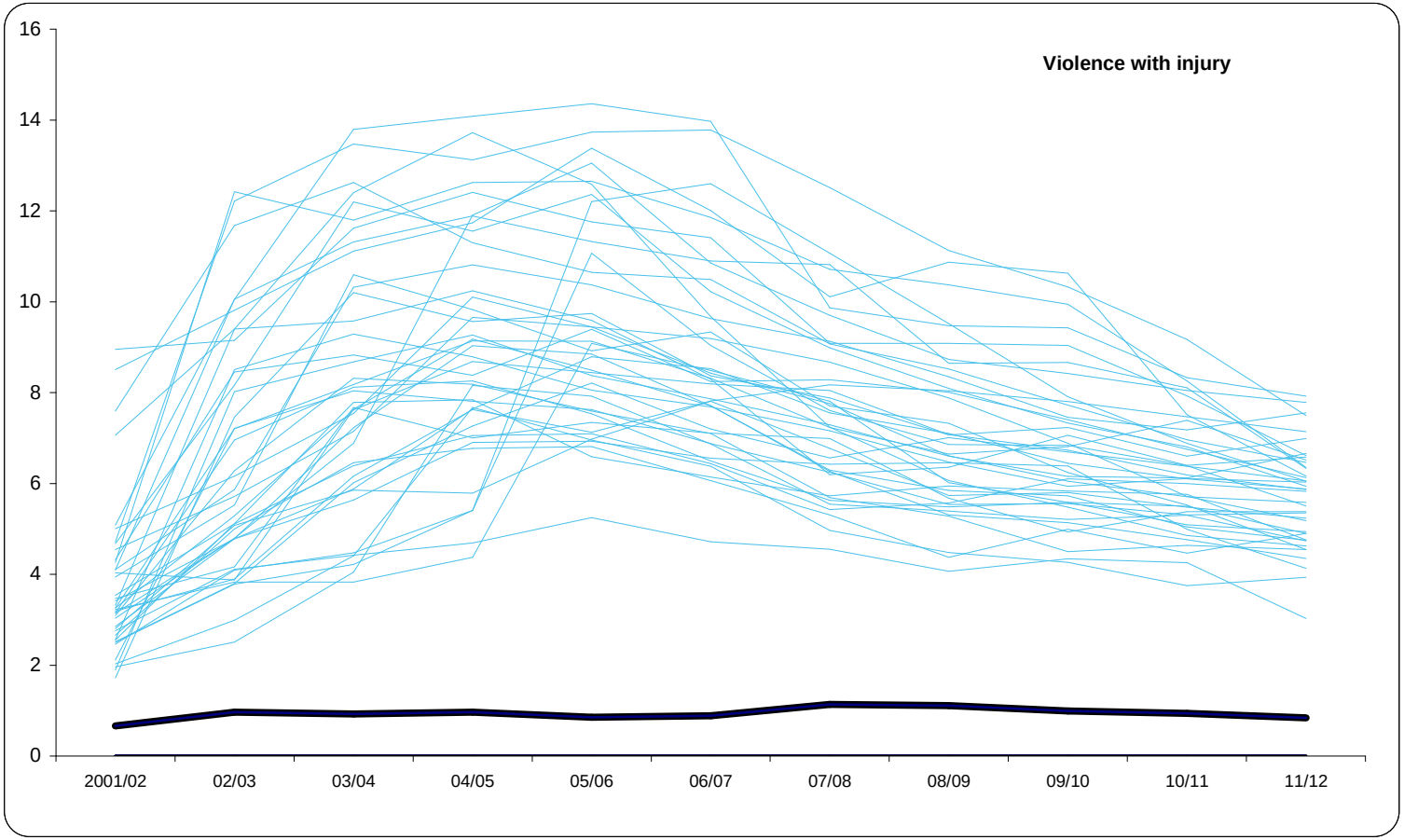
Changes over time for crimes and sanction detections are measured against the baseline of 2008/09 due to the introduction of public order offences.

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	0.7	1.0	0.9	1.0	0.9	0.9	1.1	1.1	1.0	0.9	0.8
Group	0.7	1.0	0.9	1.0	0.9	0.9	1.1	1.1	1.0	0.9	0.8
All forces	3.7	6.4	8.1	8.9	9.2	8.5	7.5	6.9	6.6	6.1	5.6
Range	8.3	11.5	12.9	13.1	13.5	13.1	11.4	10.0	9.6	8.2	7.1

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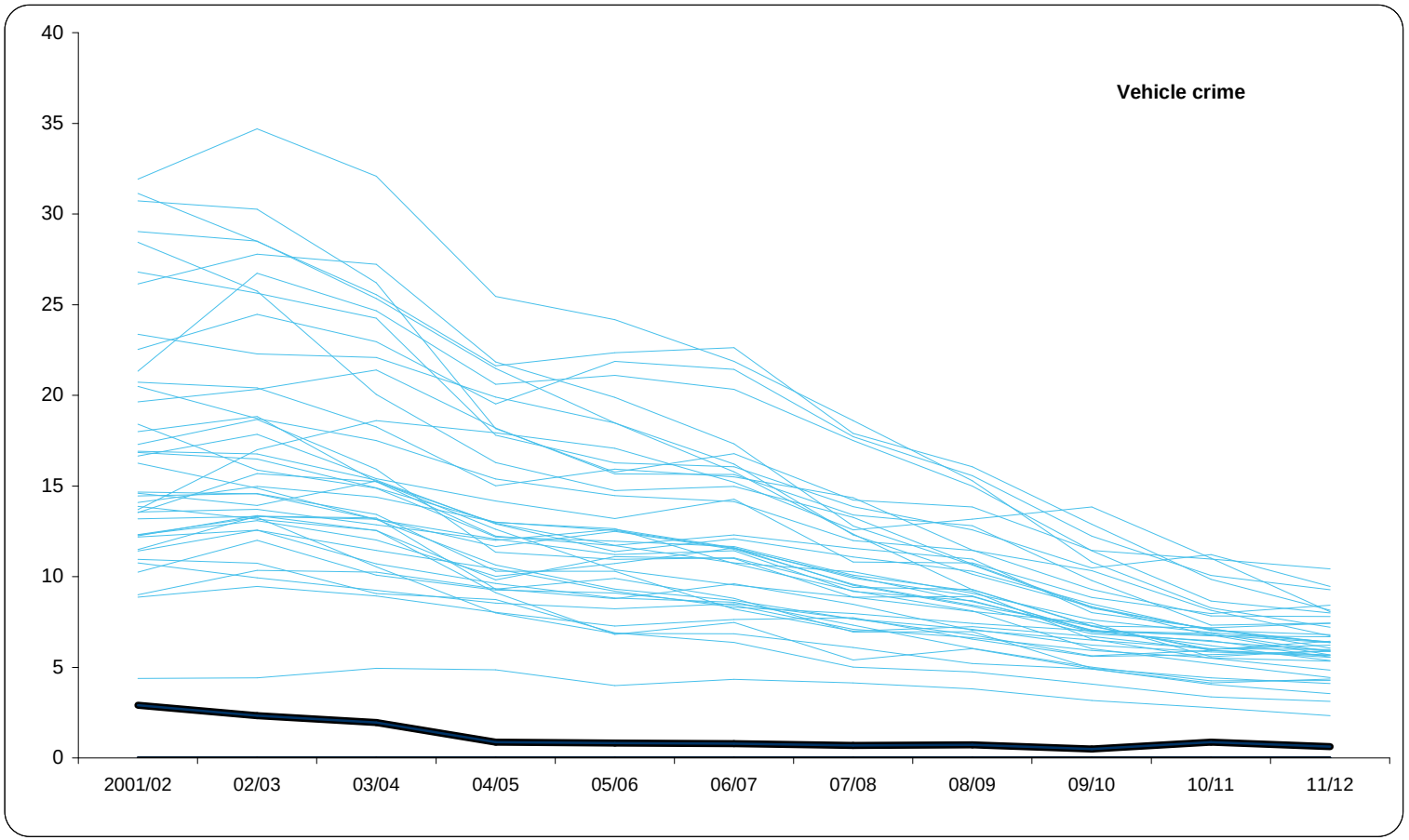

	2001/02	02/03	03/04	04/05	05/06	06/07	07/08	08/09	09/10	10/11	11/12
Your force	2.9	2.3	2.0	0.9	0.8	0.8	0.7	0.7	0.5	0.9	0.6
Group	2.9	2.3	2.0	0.9	0.8	0.8	0.7	0.7	0.5	0.9	0.6
All forces	16.8	17.2	15.9	13.2	12.6	12.1	10.2	9.2	7.6	6.6	6.1
Range	29.0	32.4	30.1	24.6	23.3	21.8	17.9	15.3	13.4	10.4	9.8

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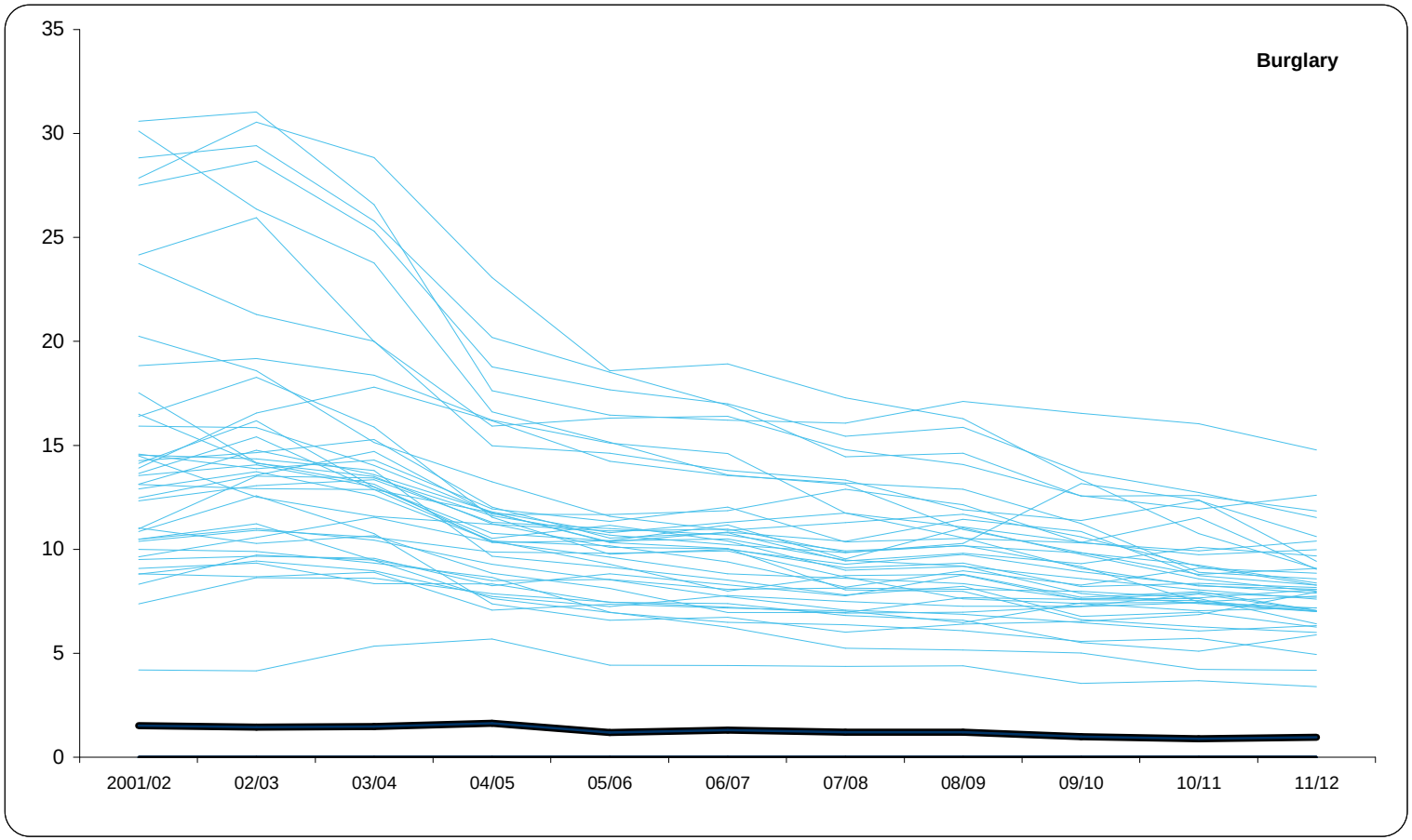
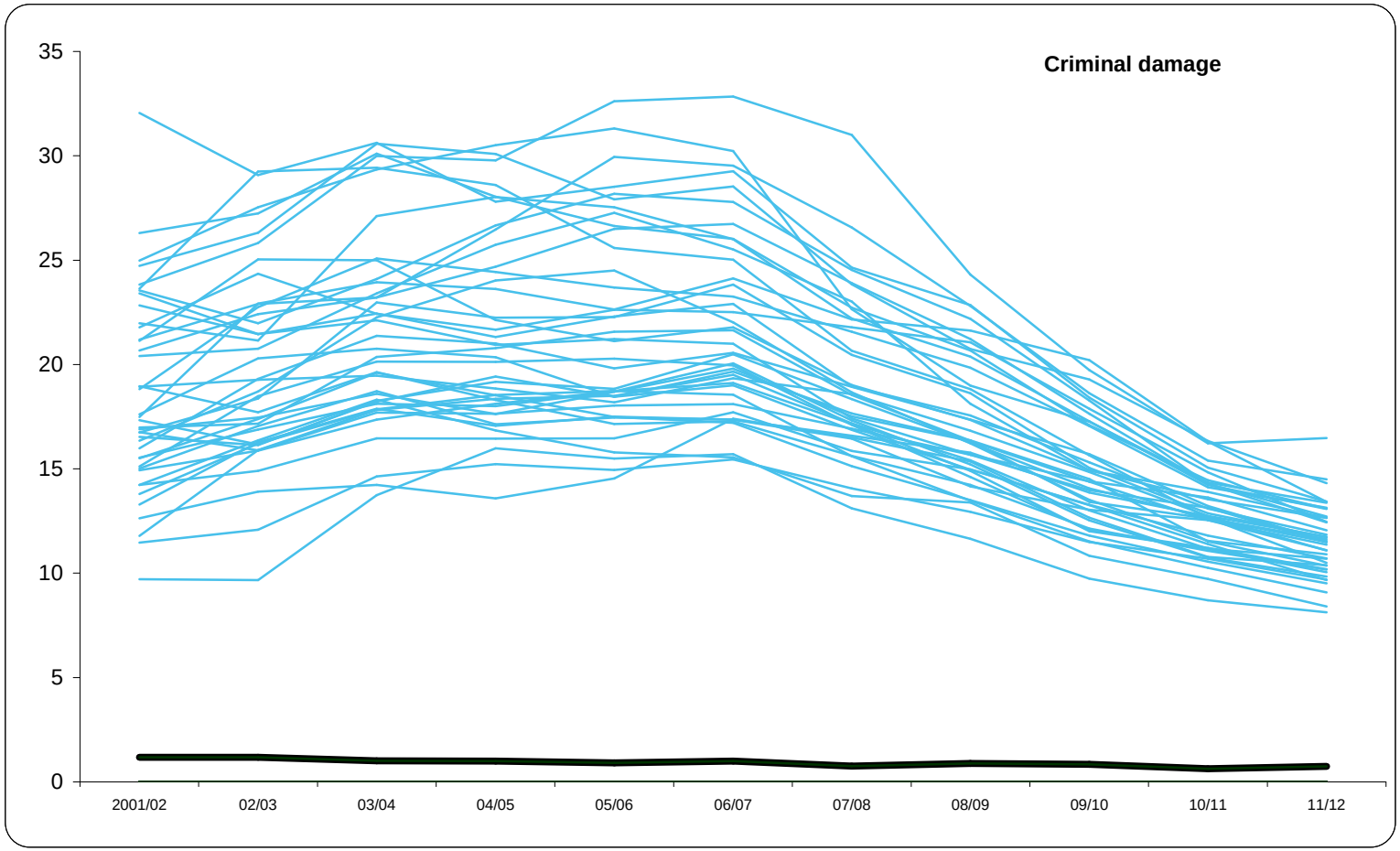
Note range = max - min rate



Burglary is shown per population to maintain consistency

Your force	1.5	1.4	1.5	1.6	1.2	1.3	1.2	1.2	1.0	0.9	1.0
Group	1.5	1.4	1.5	1.6	1.2	1.3	1.2	1.2	1.0	0.9	1.0
All forces	14.7	15.0	14.0	11.4	10.6	10.3	9.6	9.6	8.8	8.4	8.0
Range	29.1	29.6	27.4	21.4	17.4	17.6	16.1	15.9	15.6	15.2	13.8

City of London



Your force	1.2	1.2	1.0	1.0	0.9	1.0	0.8	0.9	0.8	0.6	0.7
Group	1.2	1.2	1.0	1.0	0.9	1.0	0.8	0.9	0.8	0.6	0.7
All forces	18.0	19.3	21.1	21.1	21.1	21.3	18.8	16.9	14.5	12.5	11.3
Range	30.9	28.1	29.6	29.5	31.7	31.8	30.2	23.4	19.4	15.7	15.7

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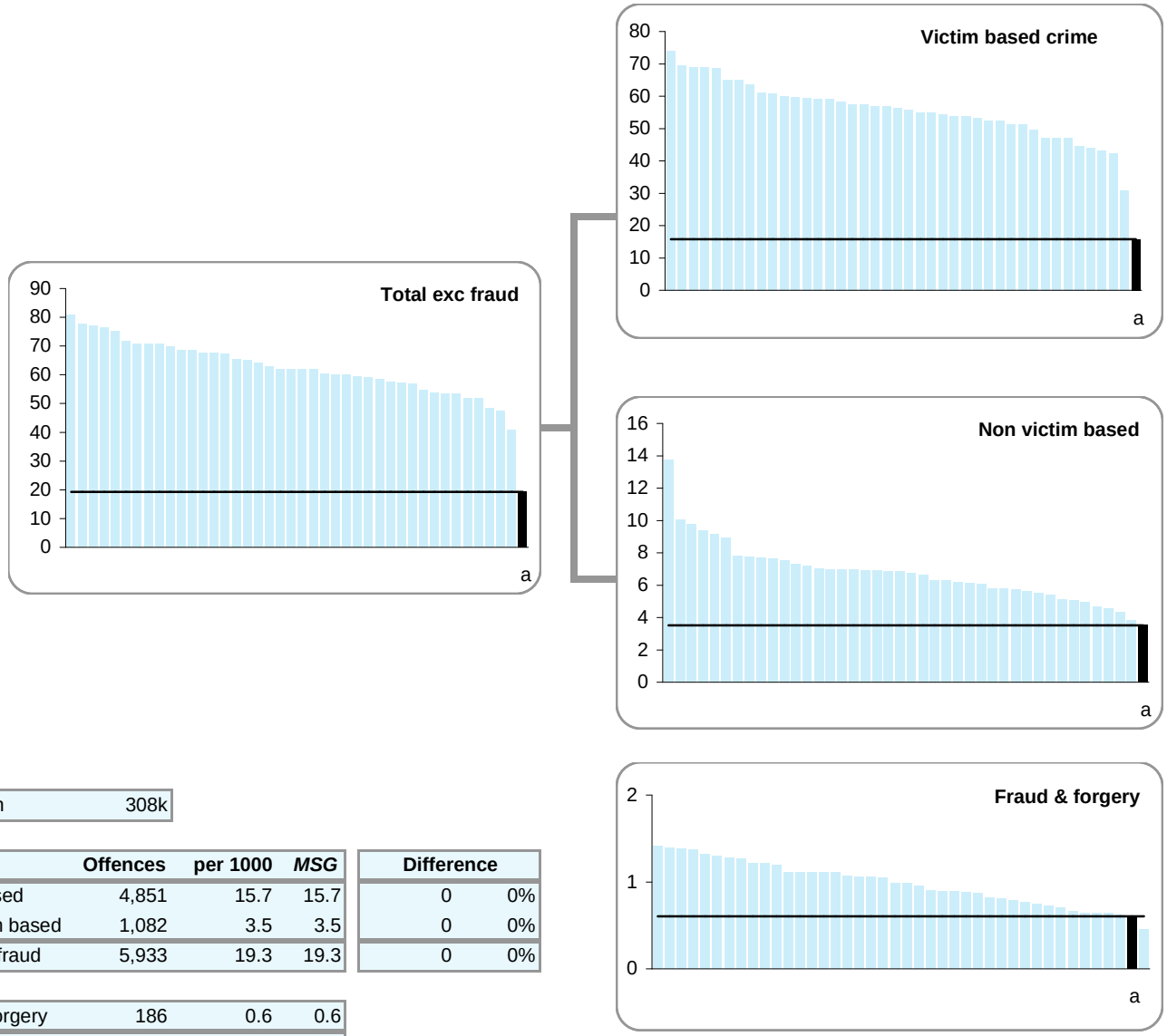
RECORDED OFFENCES - ALL CRIMES

2011/12 per 1,000 population



Population	308k

	Offences	per 1000	*MSG*	Difference	
Victim based	4,851	15.7	15.7	0	0%
Non victim based	1,082	3.5	3.5	0	0%
Total exc fraud	5,933	19.3	19.3	0	0%

Fraud & forgery	186	0.6	0.6
Grand total	6,119	19.9	19.9

Source: Home Office Crime Statistics 2011/12

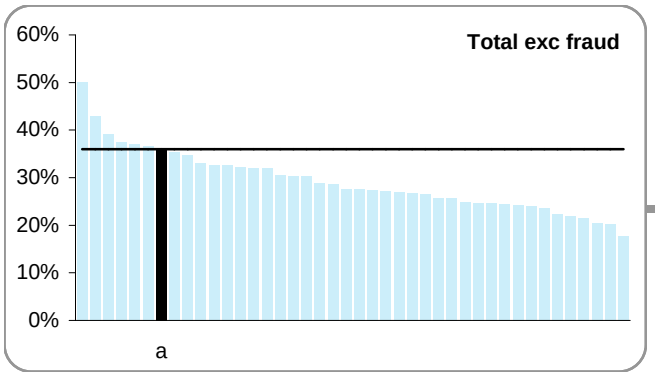
City of London

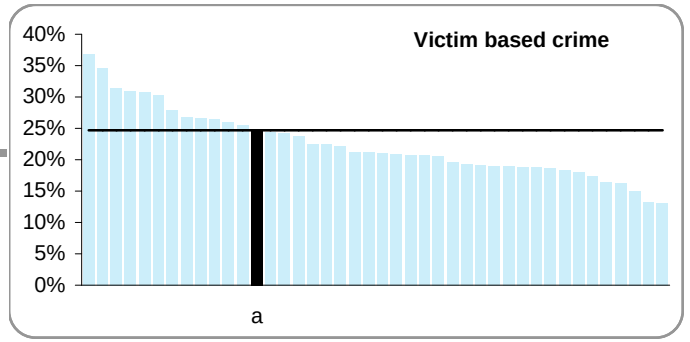
SANCTION DETECTIONS - ALL CRIMES

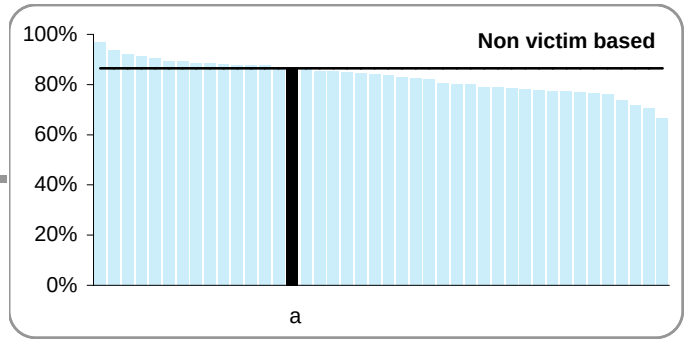
The actual % expected figures shows your detection rate as a percentage of the **national** average detection rate. Hence if above 100%, you are achieving more sanction detections than the national average.

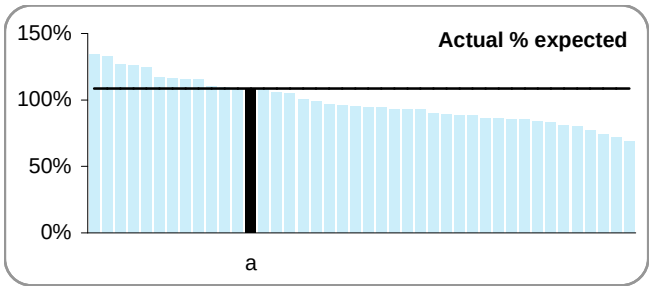
As at March 2012, 23 forces submitted data on community resolutions / restorative justice - this will negatively affect sanction detection rates.

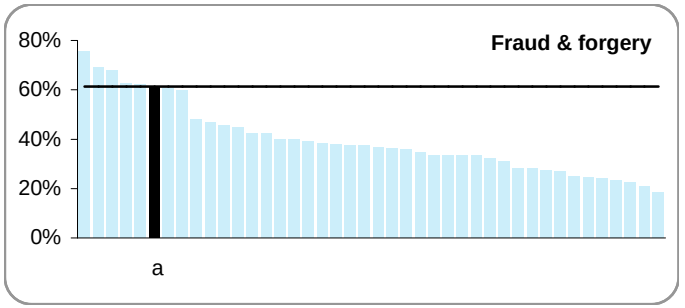
Forces reporting these data are listed in Appendix 3.











	Offences	SDs	%	*MSG*	Exp	Diff
Victim based	4,851	1,198	25%	25%	1,198	0
Non victim based	1,082	936	87%	87%	936	0
Total exc fraud	5,933	2,134	36%	36%	2,134	0

Actual % expected	109%

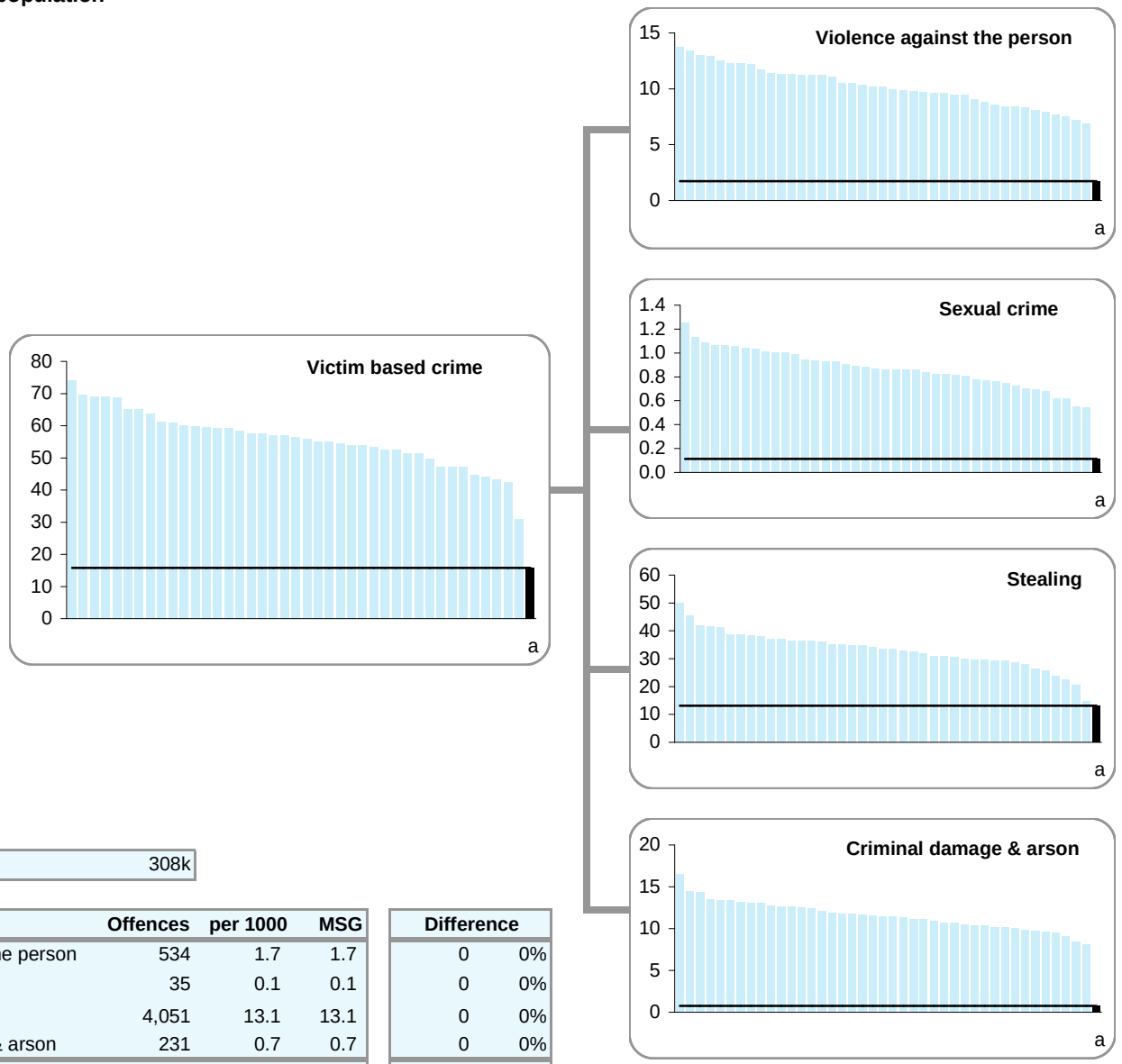
Fraud & forgery	186	114	61%	61%	114	0

Source: Home Office Crime Statistics 2011/12

City of London

RECORDED OFFENCES - VICTIM BASED

2011/12 per 1,000 population



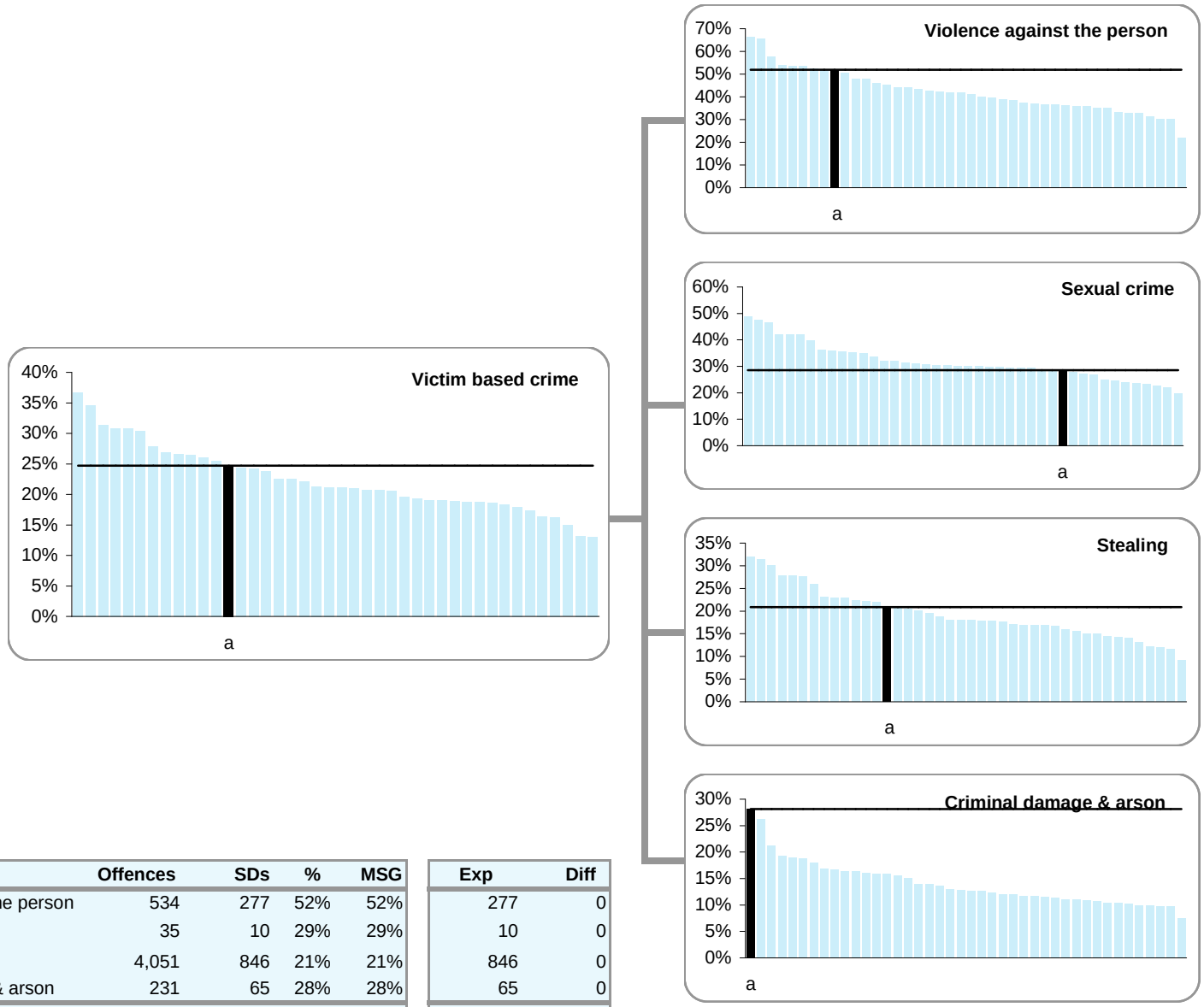
Population	308k

	Offences	per 1000	MSG	Difference	
Violence against the person	534	1.7	1.7	0	0%
Sexual offences	35	0.1	0.1	0	0%
Stealing	4,051	13.1	13.1	0	0%
Criminal damage & arson	231	0.7	0.7	0	0%
Victim based offences	4,851	15.7	15.7	0	0%

Source: Home Office Crime Statistics 2011/12

City of London

SANCTION DETECTIONS - VICTIM BASED



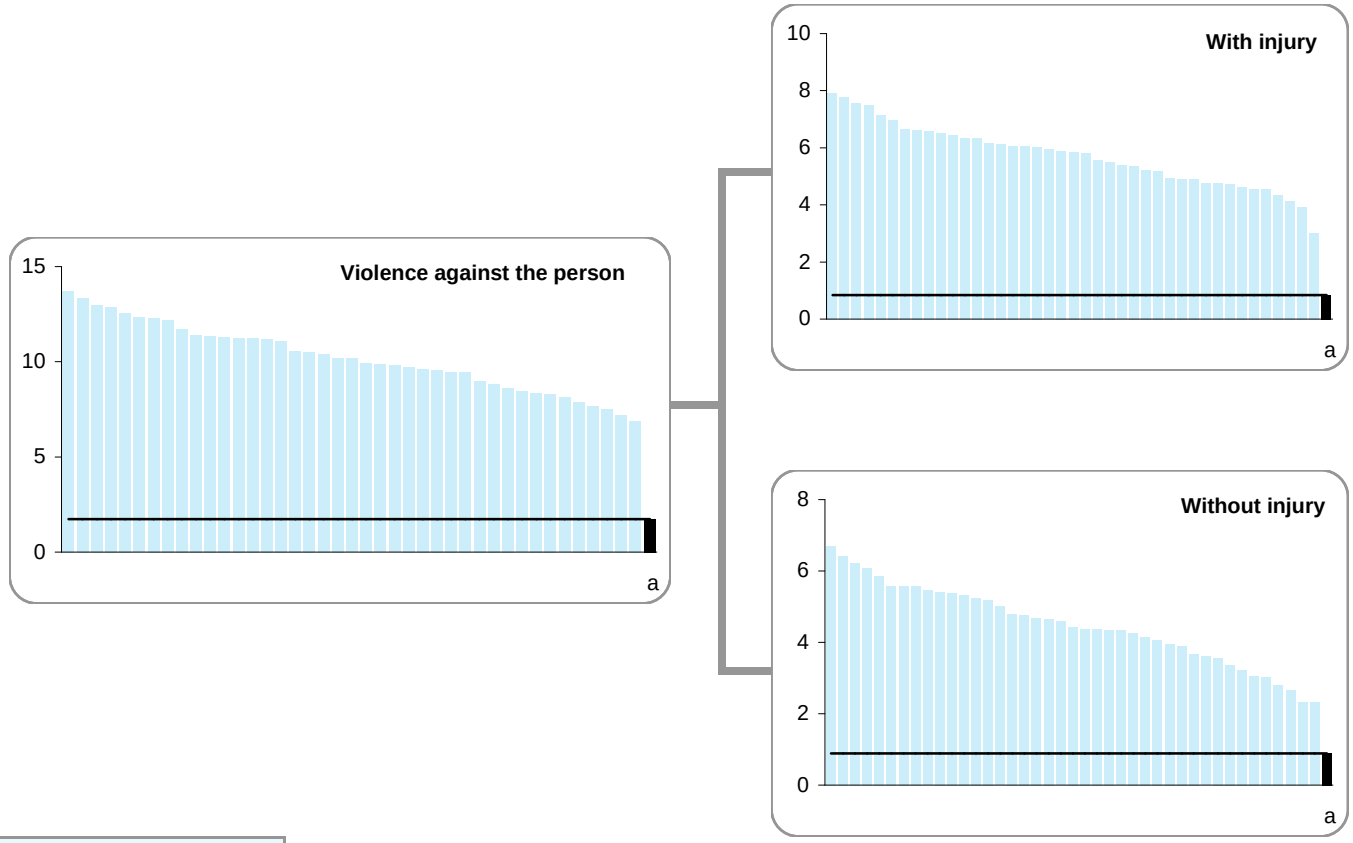
	Offences	SDs	%	MSG	Exp	Diff
Violence against the person	534	277	52%	52%	277	0
Sexual offences	35	10	29%	29%	10	0
Stealing	4,051	846	21%	21%	846	0
Criminal damage & arson	231	65	28%	28%	65	0
Victim based offences	4,851	1,198	25%	25%	1,198	0

Source: Home Office Crime Statistics 2011/12

City of London

RECORDED OFFENCES - VIOLENCE AGAINST THE PERSON

2011/12 per 1,000 population



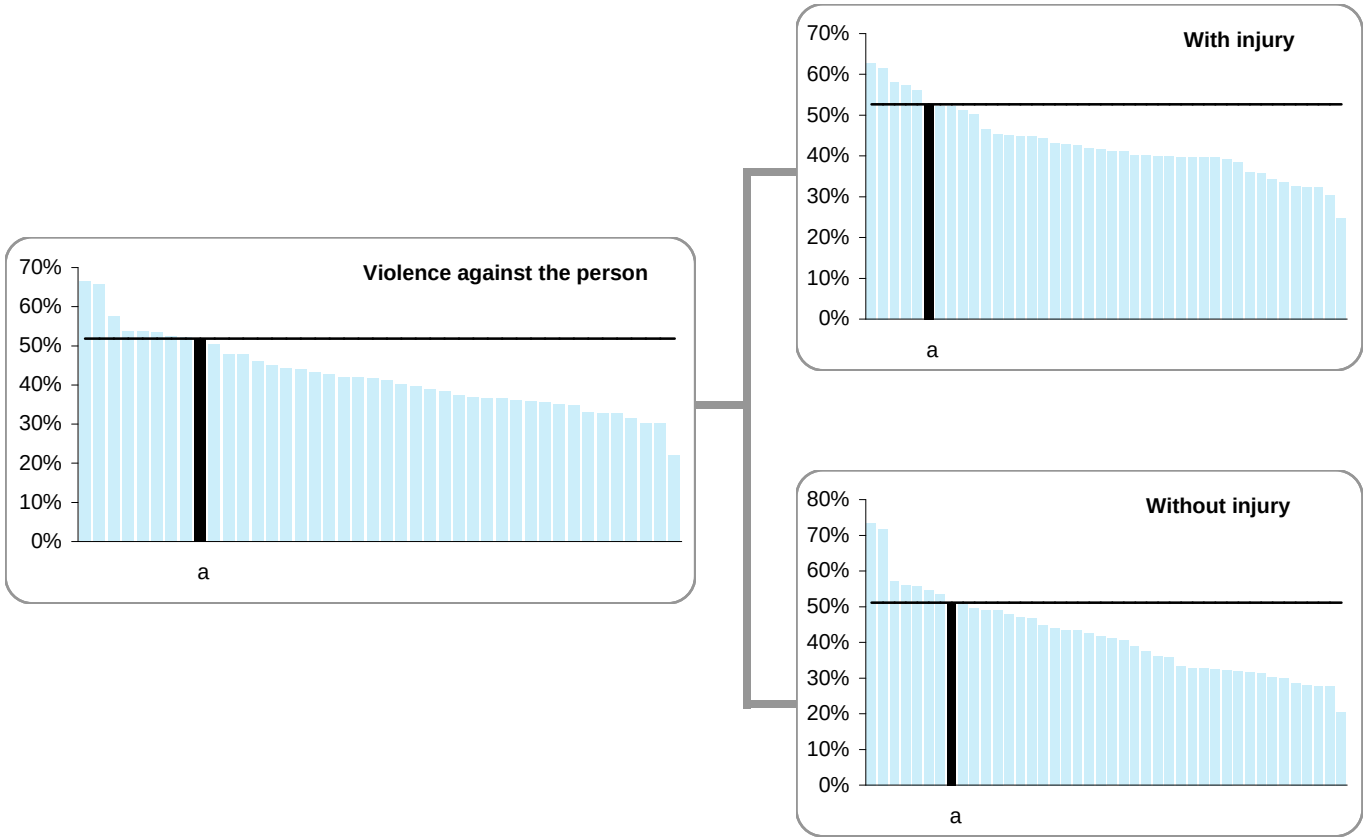
Population	308k

	Offences	per 1000	MSG	Difference	
With injury	260	0.8	0.8	0	0%
Without injury	274	0.9	0.9	0	0%
Violence against person	534	1.7	1.7	0	0%

Source: Home Office Crime Statistics 2011/12

City of London

SANCTION DETECTIONS - VIOLENCE AGAINST THE PERSON



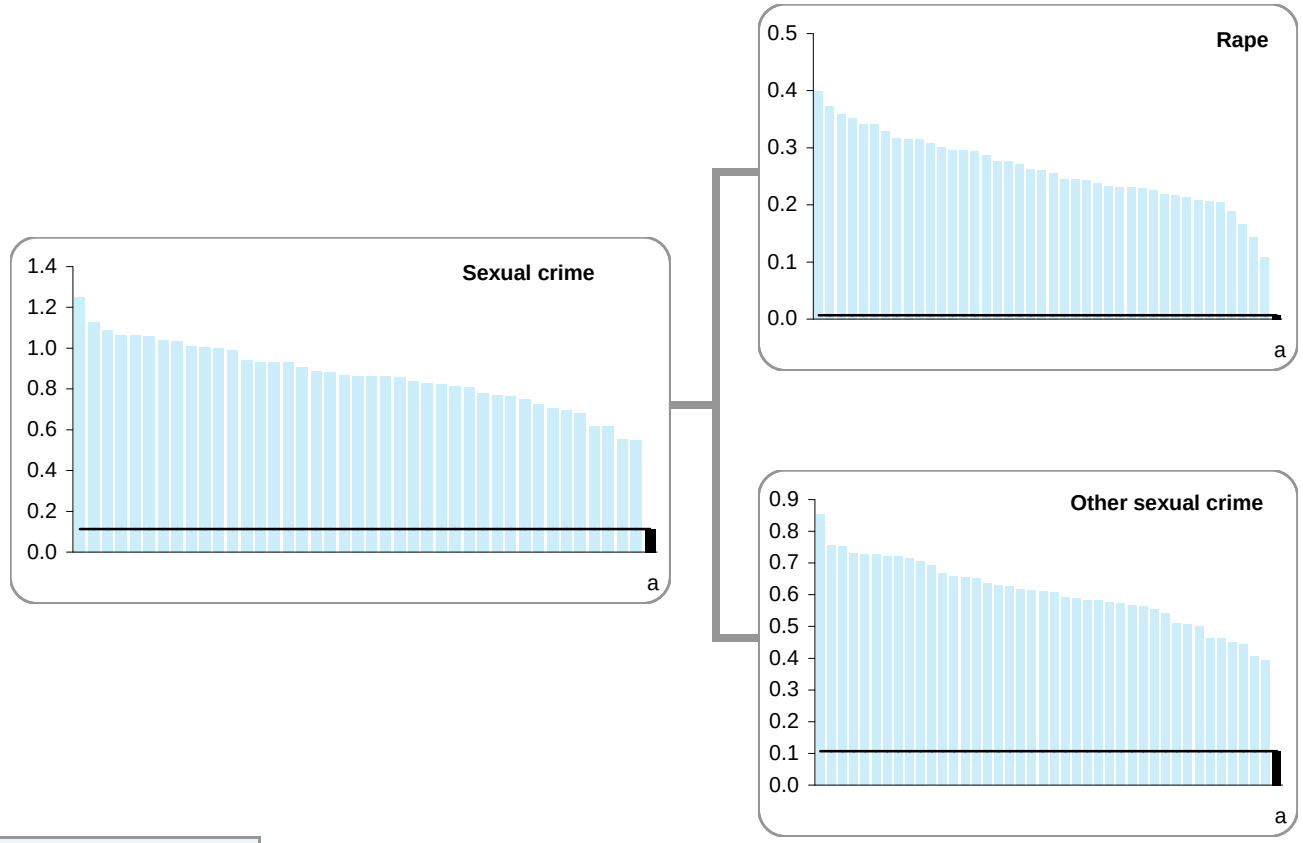
	Offences	SDs	%	MSG	Exp	Diff
With injury	260	137	53%	53%	137	0
Without injury	274	140	51%	51%	140	0
Violence against person	534	277	52%	52%	277	0

Source: Home Office Crime Statistics 2011/12

City of London

RECORDED OFFENCES - SEXUAL OFFENCES

2011/12 per 1,000 population



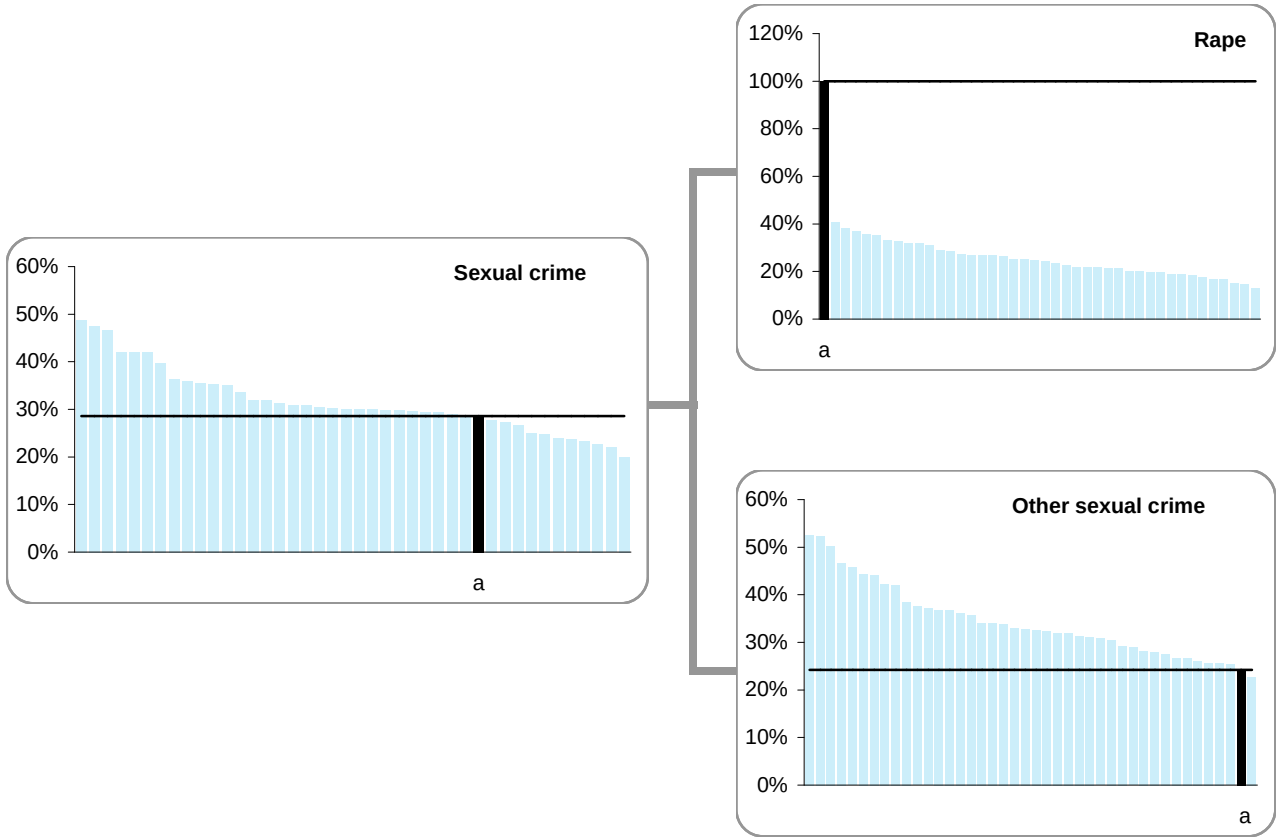
Population	308k

	Offences	per 1000	MSG	Difference	
Rape	2	0.01	0.01	0	0%
Other sexual offences	33	0.11	0.11	0	0%
Sexual offences	35	0.11	0.11	0	0%

Source: Home Office Crime Statistics 2011/12

City of London

SANCTION DETECTIONS - SEXUAL OFFENCES

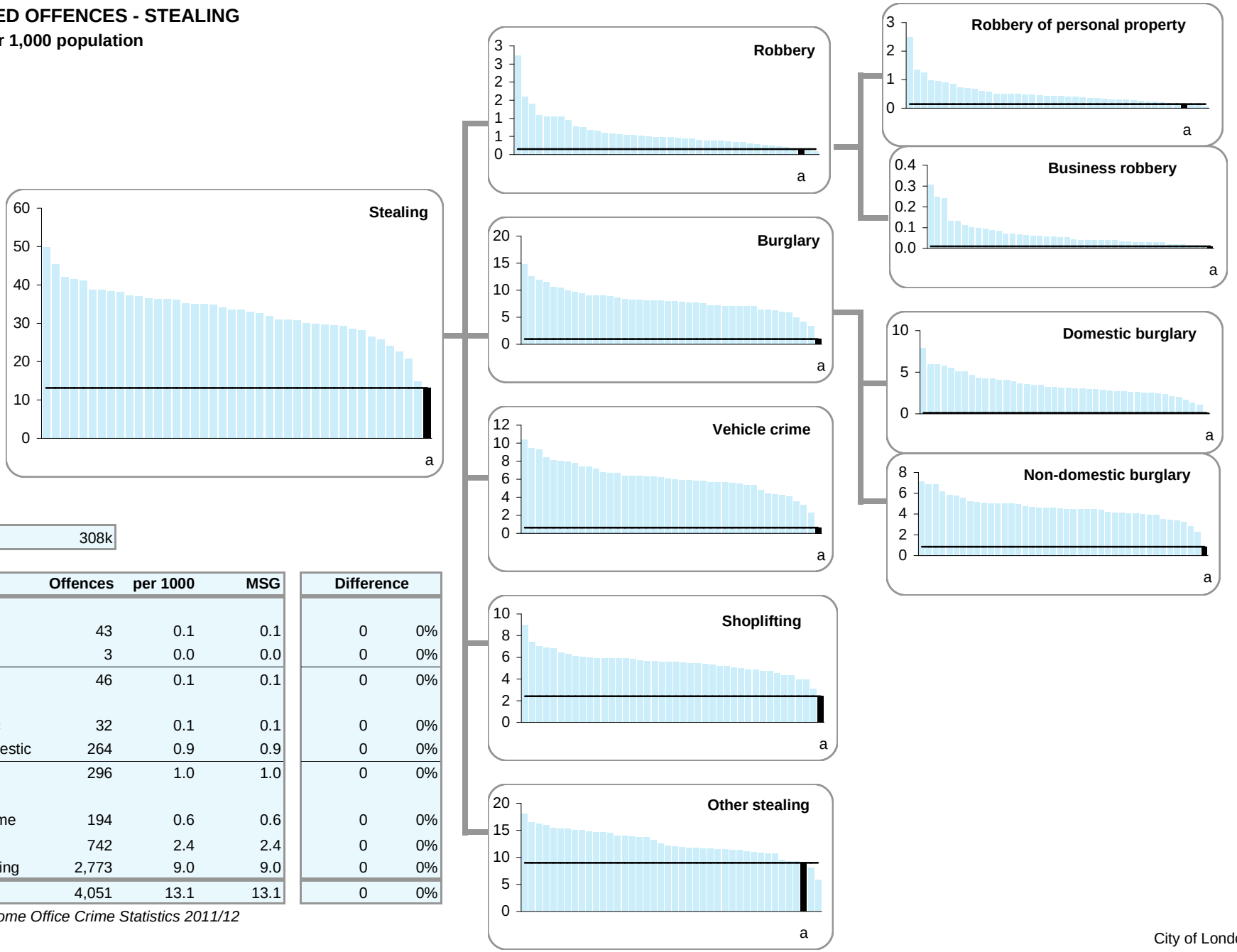


	Offences	SDs	%	Msg	Exp	Diff
Rape	2	2	100%	100%	2	0
Other sexual offences	33	8	24%	24%	8	0
Sexual offences	35	10	29%	29%	10	0

Source: Home Office Crime Statistics 2011/12

RECORDED OFFENCES - STEALING

2011/12 per 1,000 population



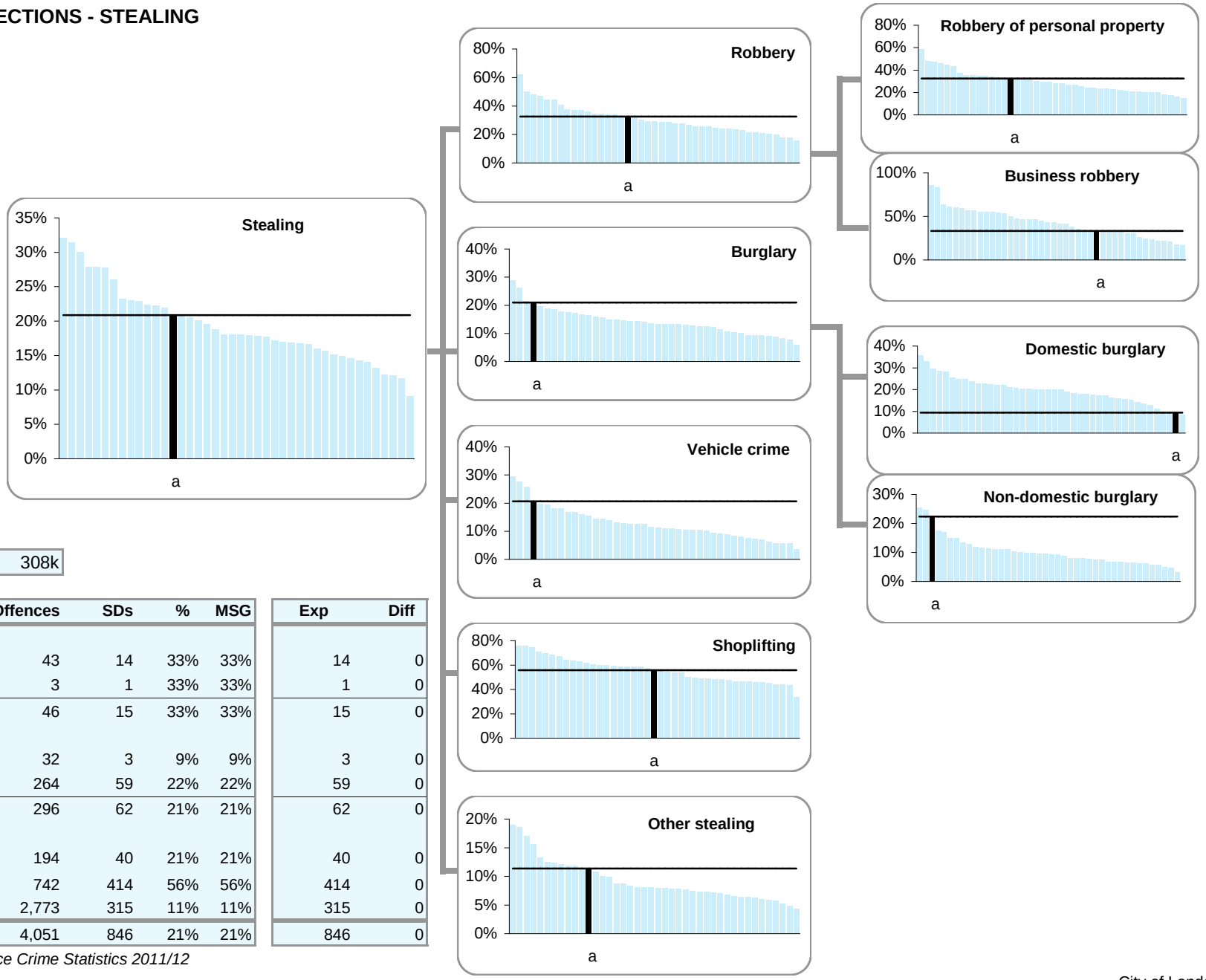
Population	308k

	Offences	per 1000	MSG	Difference	
Robbery					
Personal	43	0.1	0.1	0	0%
Business	3	0.0	0.0	0	0%
	46	0.1	0.1	0	0%
Burglary					
Domestic	32	0.1	0.1	0	0%
Non-domestic	264	0.9	0.9	0	0%
	296	1.0	1.0	0	0%
Vehicle crime	194	0.6	0.6	0	0%
Shoplifting	742	2.4	2.4	0	0%
Other stealing	2,773	9.0	9.0	0	0%
Stealing	4,051	13.1	13.1	0	0%

Source: Home Office Crime Statistics 2011/12

City of London

SANCTION DETECTIONS - STEALING



Population	308k

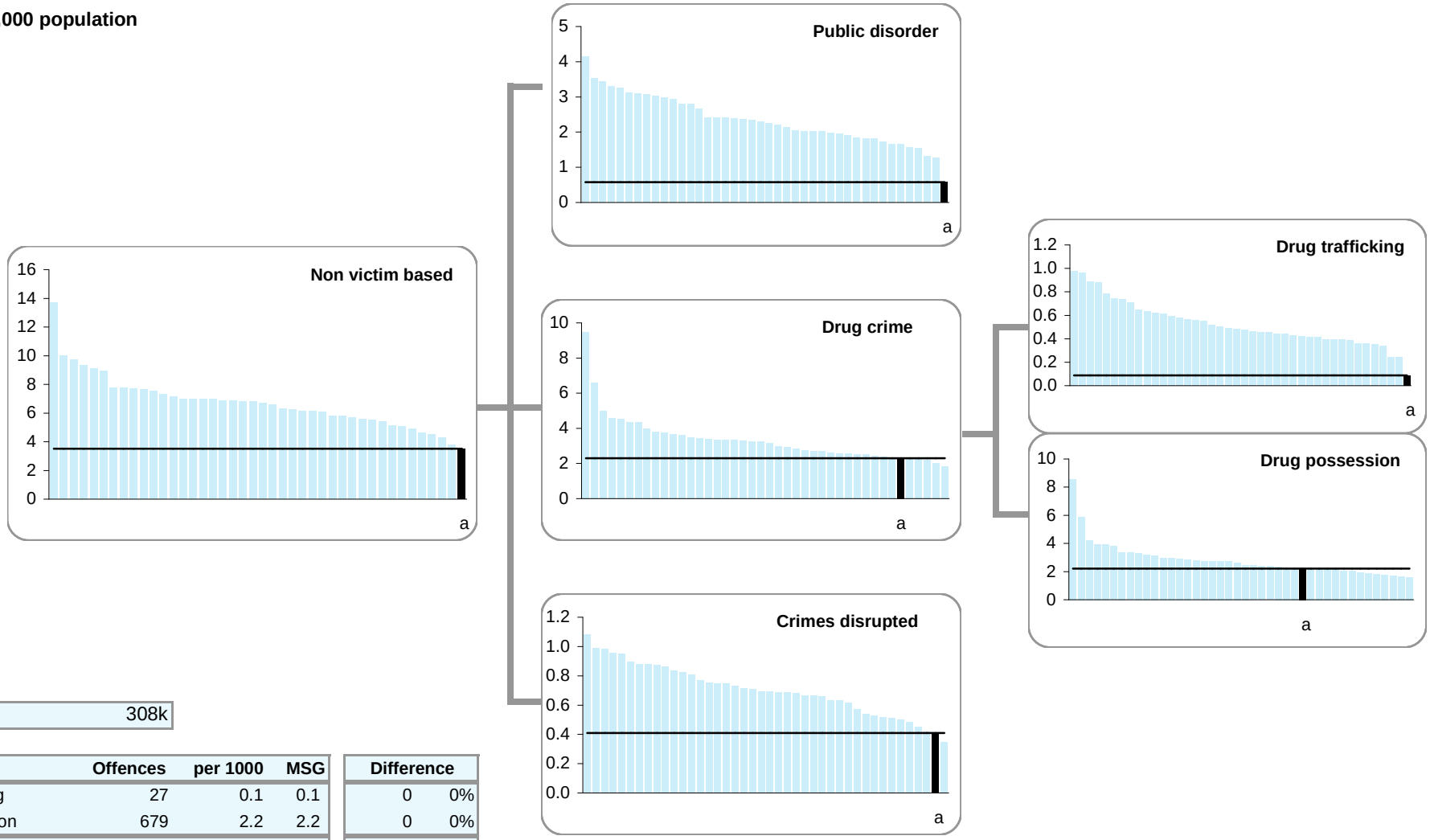
	Offences	SDs	%	MSG	Exp	Diff
Robbery						
Personal	43	14	33%	33%	14	0
Business	3	1	33%	33%	1	0
	46	15	33%	33%	15	0
Burglary						
Domestic	32	3	9%	9%	3	0
Non-domestic	264	59	22%	22%	59	0
	296	62	21%	21%	62	0
Vehicle crime	194	40	21%	21%	40	0
Shoplifting	742	414	56%	56%	414	0
Other stealing	2,773	315	11%	11%	315	0
Stealing	4,051	846	21%	21%	846	0

Source: Home Office Crime Statistics 2011/12

City of London

RECORDED OFFENCES - NON VICTIM BASED

2011/12 per 1,000 population



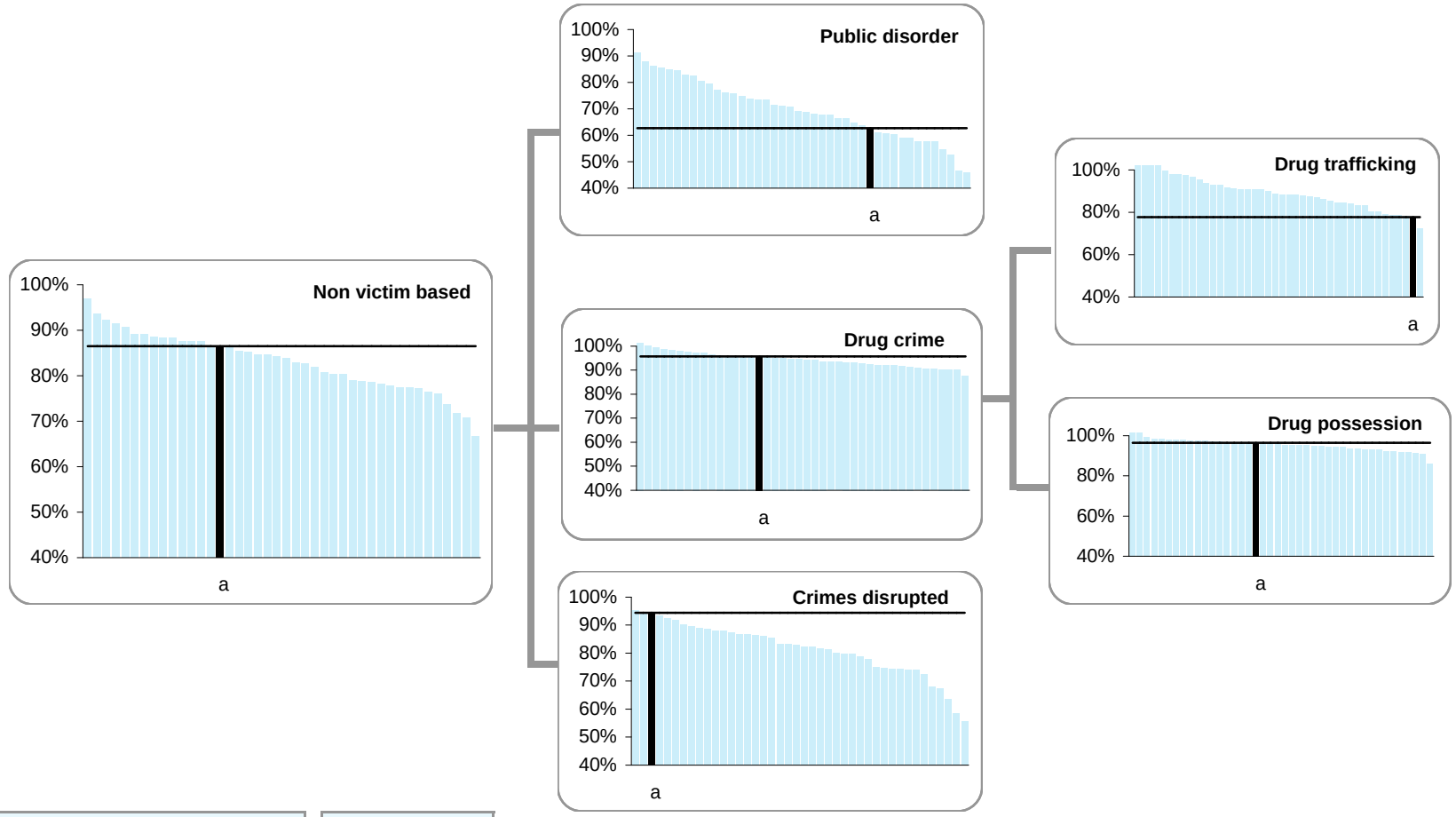
Population	308k

	Offences	per 1000	MSG	Difference	
Drug trafficking	27	0.1	0.1	0	0%
Drug possession	679	2.2	2.2	0	0%
Drug offences	706	2.3	2.3	0	0%
Public disorder	177	0.6	0.6	0	0%
Crimes disrupted	126	0.4	0.4	0	0%
Other non victim based	73	0.2	0.2	0	0%
Non victim based	1,082	3.5	3.5	0	0%

Source: Home Office Crime Statistics 2011/12

City of London

SANCTION DETECTIONS - NON VICTIM BASED



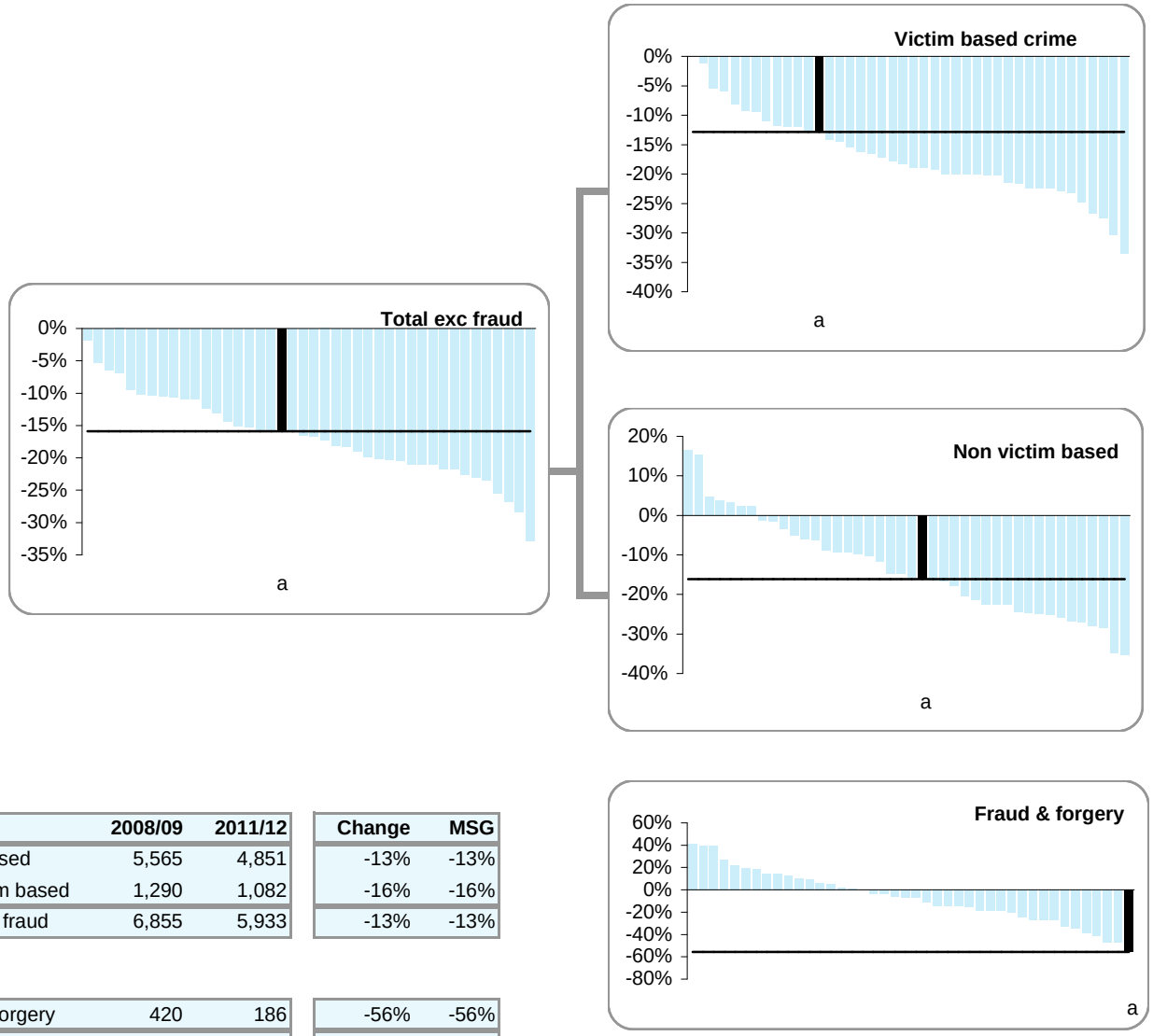
	Offences	SDs	%	MSG	Exp	Diff
Drug trafficking	27	21	78%	78%	21	0
Drug possession	679	655	96%	96%	655	0
Drug offences	706	676	96%	96%	676	0
Public disorder	177	111	63%	63%	111	0
Crimes disrupted	126	119	94%	94%	119	0
Other non victim based	73	30	41%	41%	30	0
Non victim based	1,082	936	87%	87%	936	0

Source: Home Office Crime Statistics 2011/12

City of London

RECORDED OFFENCES - ALL CRIMES

Change 2008/09 to 2011/12



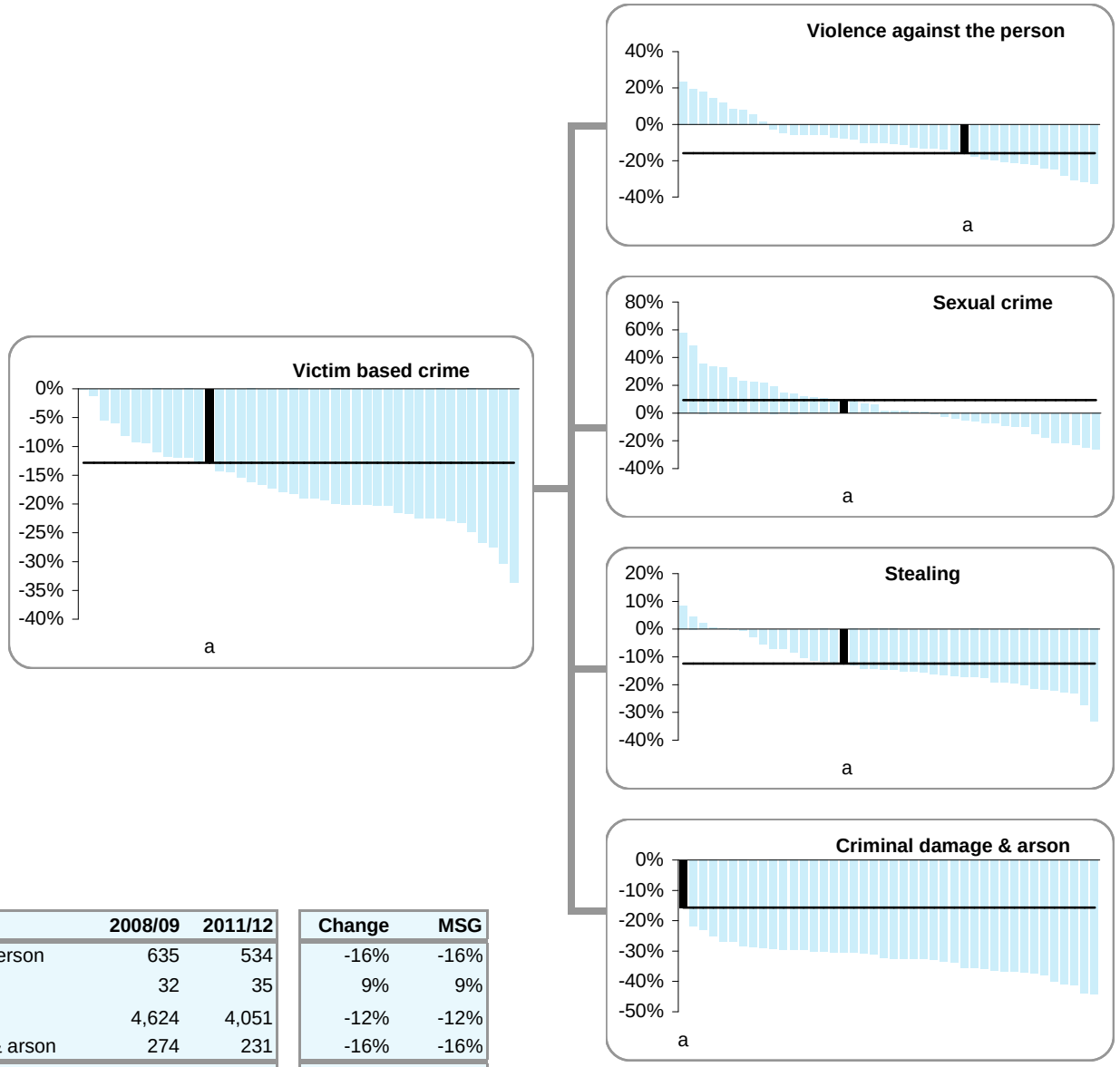
	2008/09	2011/12	Change	MSG
Victim based	5,565	4,851	-13%	-13%
Non victim based	1,290	1,082	-16%	-16%
Total exc fraud	6,855	5,933	-13%	-13%
Fraud & forgery	420	186	-56%	-56%
All crime	7,275	6,119	-16%	-16%

Source: Home Office Crime Statistics 2011/12

City of London

RECORDED OFFENCES - VICTIM BASED

Change 2008/09 to 2011/12

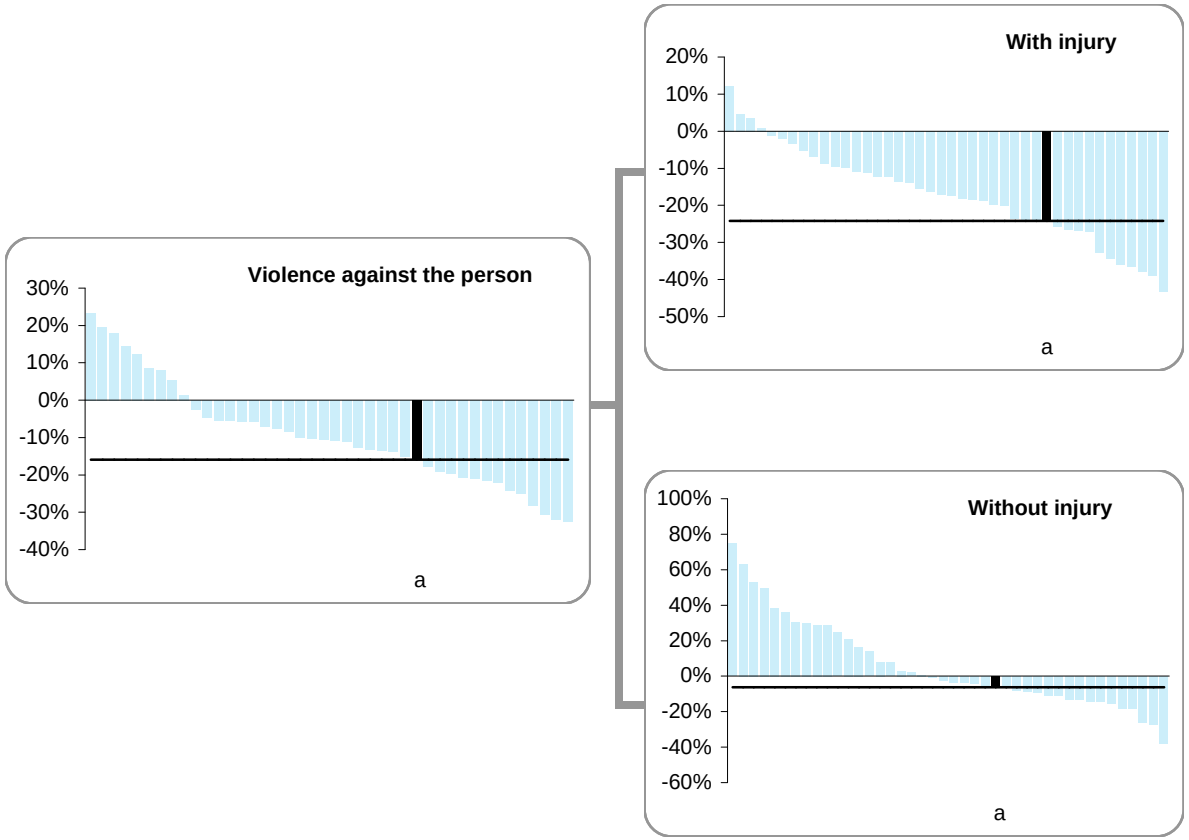


	2008/09	2011/12	Change	MSG
Violence against person	635	534	-16%	-16%
Sexual offences	32	35	9%	9%
Stealing	4,624	4,051	-12%	-12%
Criminal damage & arson	274	231	-16%	-16%
Victim based offences	5,565	4,851	-13%	-13%

Source: Home Office Crime Statistics 2011/12

City of London

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

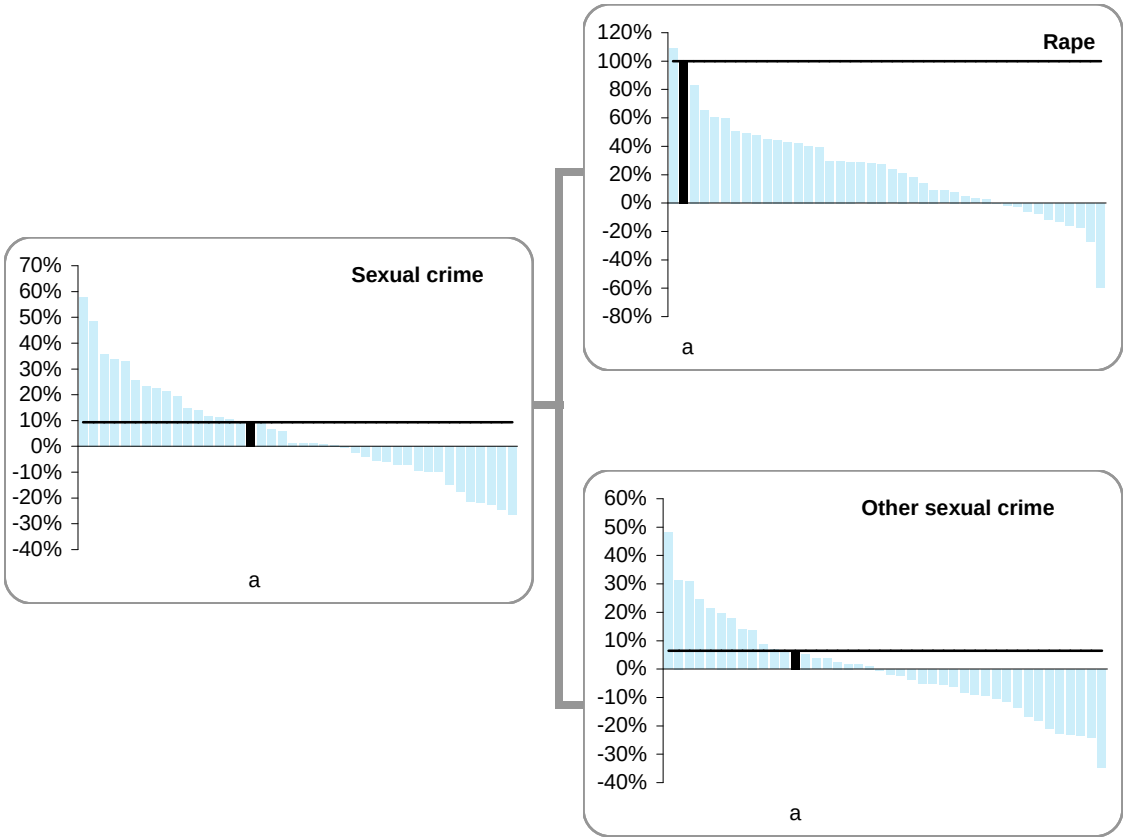


	2008/09	2011/12	Change	MSG
With injury	343	260	-24%	-24%
Without injury	292	274	-6%	-6%
Violence against person	635	534	-16%	-16%

Source: Home Office Crime Statistics 2011/12

City of London

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



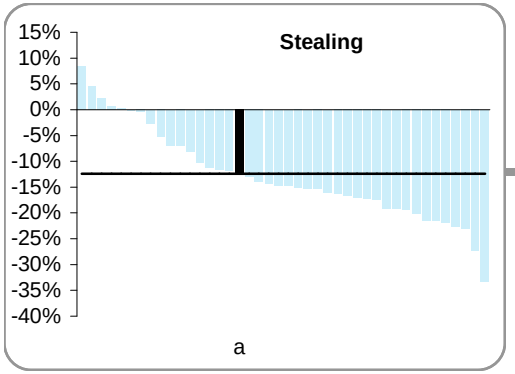
	2008/09	2011/12	Change	MSG
Rape	1	2	100%	100%
Other sexual offences	31	33	6%	6%
Sexual offences	32	35	9%	9%

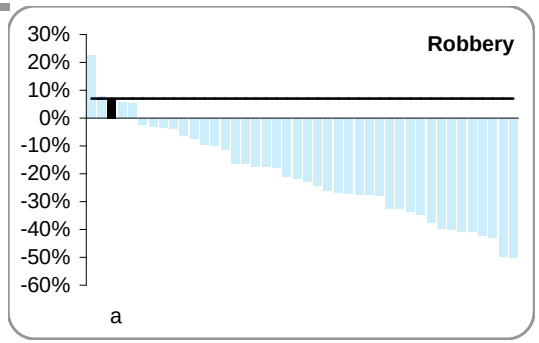
Source: Home Office Crime Statistics 2011/12

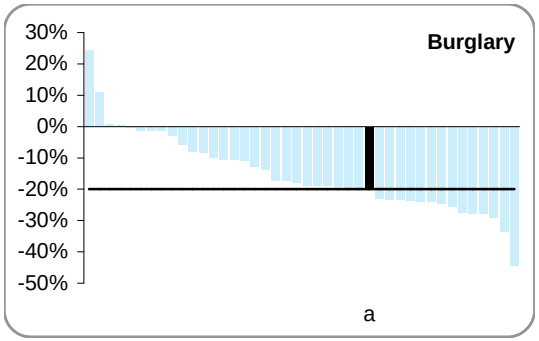
City of London

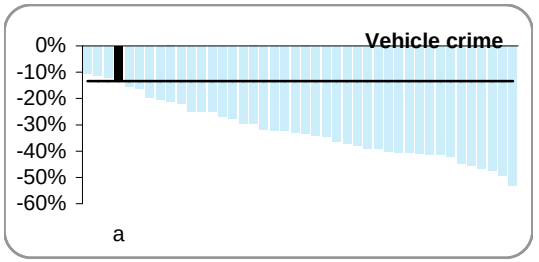
RECORDED OFFENCES - STEALING

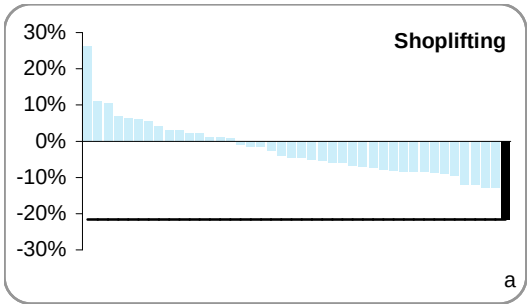
Change 2008/09 to 2011/12

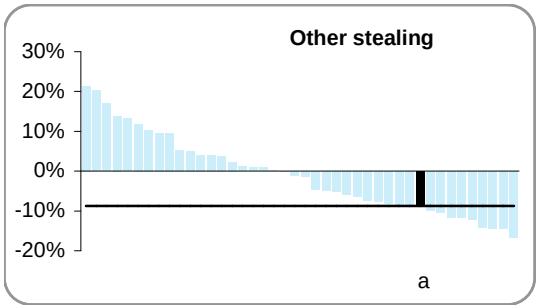












Population	308k

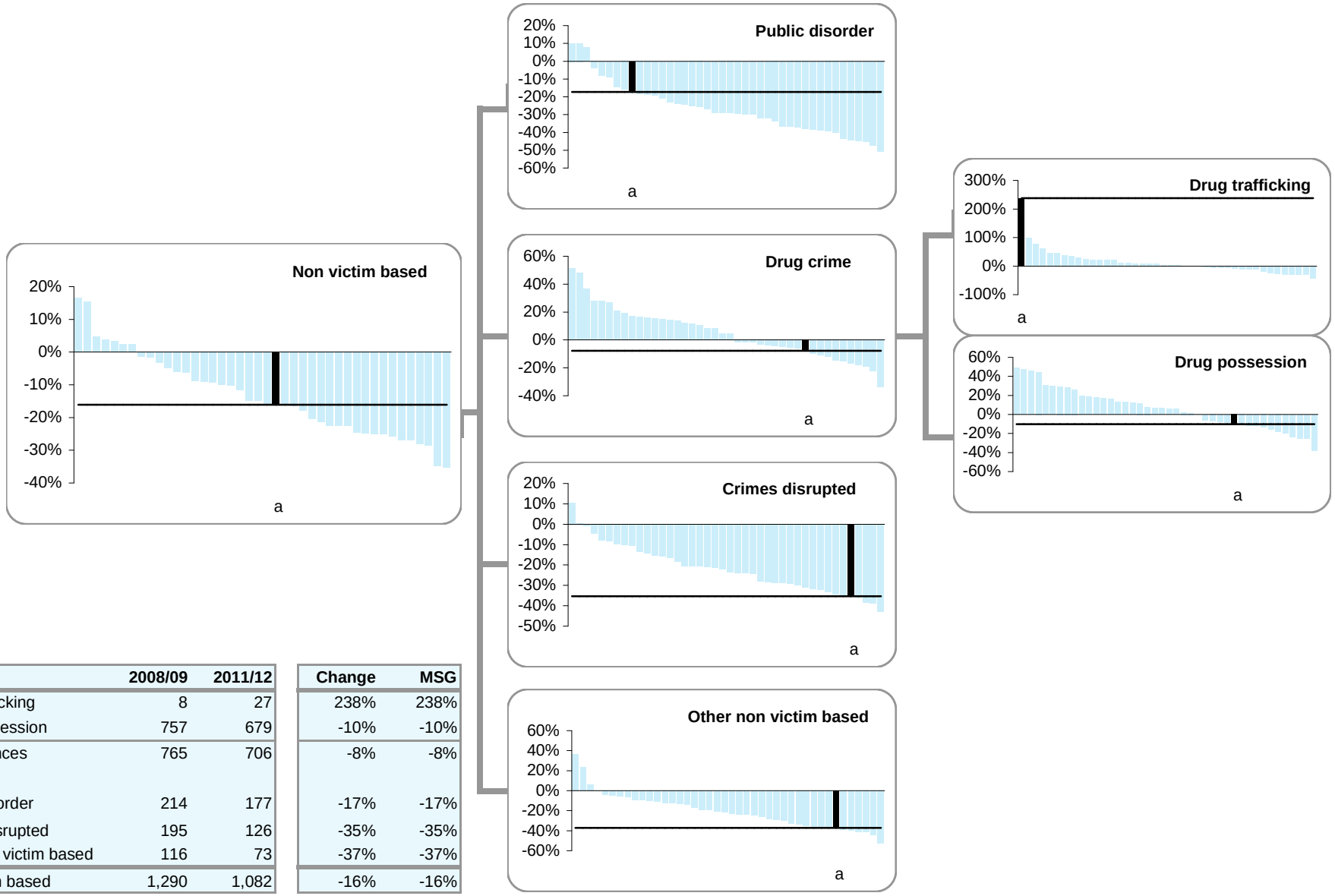
	2008/09	2011/12	Change	MSG
Robbery				
Personal	35	43	23%	23%
Business	8	3	-63%	-63%
	43	46	7%	7%
Burglary				
Domestic	51	32	-37%	-37%
Non-domestic	319	264	-17%	-17%
	370	296	-20%	-20%
Vehicle crime	224	194	-13%	-13%
Shoplifting	947	742	-22%	-22%
Other stealing	3,040	2,773	-9%	-9%
Stealing	4,624	4,051	-12%	-12%

Source: Home Office Crime Statistics 2011/12

City of London

RECORDED OFFENCES - NON VICTIM BASED

Change 2008/09 to 2011/12



	2008/09	2011/12	Change	MSG
Drug trafficking	8	27	238%	238%
Drug possession	757	679	-10%	-10%
Drug offences	765	706	-8%	-8%
Public disorder	214	177	-17%	-17%
Crimes disrupted	195	126	-35%	-35%
Other non victim based	116	73	-37%	-37%
Non victim based	1,290	1,082	-16%	-16%

Source: Home Office Crime Statistics 2011/12

City of London

CHANGE IN SANCTION DETECTIONS %

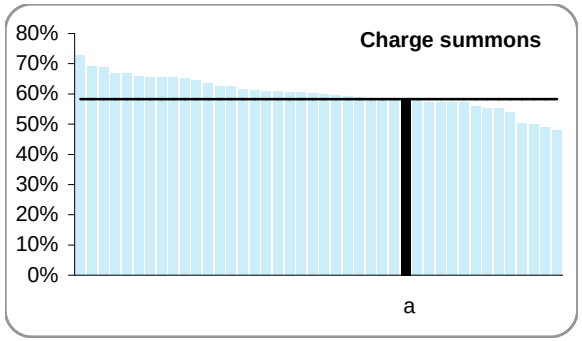
	2008/09	2011/12	Change	Msg
Victim based	23%	25%	2%	2%
Non victim based	90%	87%	-4%	-4%
All crime exc fraud & forgery	36%	36%	0%	0%
Fraud & forgery	52%	61%	10%	10%
Victim based				
Violence against the person	42%	52%	10%	10%
Sexual offences	53%	29%	-25%	-25%
Stealing	19%	21%	2%	2%
Criminal damage & arson	37%	28%	-9%	-9%
Non victim based				
Public disorder	59%	63%	4%	4%
Drug offences	100%	96%	-5%	-5%
Crimes disrupted	92%	94%	3%	3%
Other non victim based	78%	41%	-36%	-36%
Violence against the person (VAP)				
VAP with injury	45%	53%	8%	8%
VAP without Injury	39%	51%	12%	12%
Sexual offences				
Rape	100%	100%	0%	0%
Other sexual offences	52%	24%	-27%	-27%
Stealing				
Personal robbery	26%	33%	7%	7%
Business robbery	38%	33%	-4%	-4%
Domestic burglary	6%	9%	3%	3%
Non Domestic burglary	19%	22%	3%	3%
Vehicle crime	7%	21%	13%	13%
Shoplifting	55%	56%	1%	1%
Other stealing	8%	11%	3%	3%
Drugs				
Drug trafficking	100%	78%	-22%	-22%
Drug possession	100%	96%	-4%	-4%

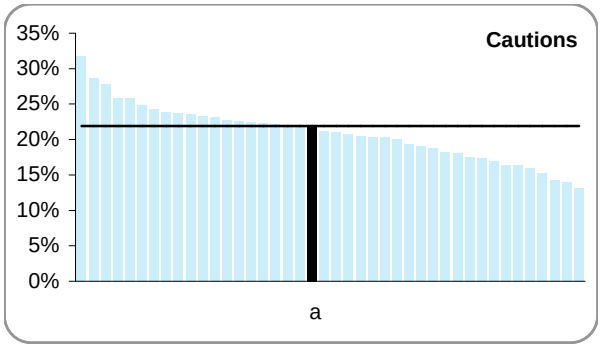
Note: Please be aware that community resolutions / restorative justice may impact on changes in sanction detection rates.

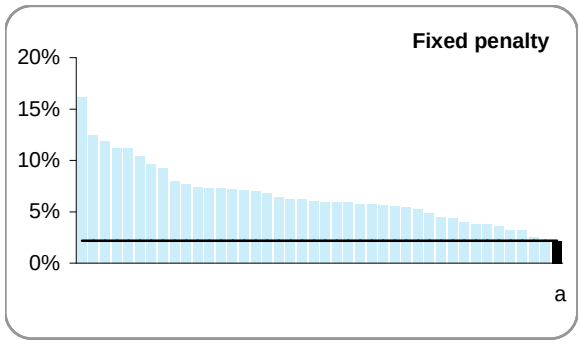
Source: Home Office Crime Statistics 2011/12

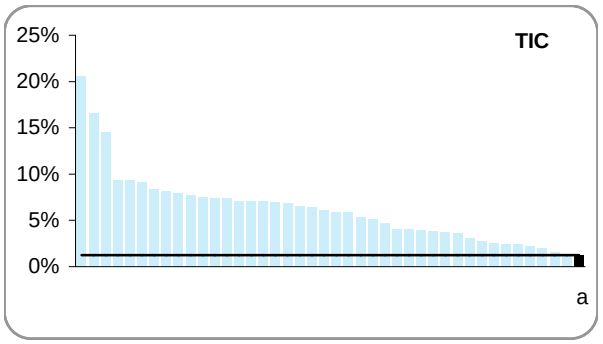
SANCTION DETECTIONS BY TYPE
2011/12

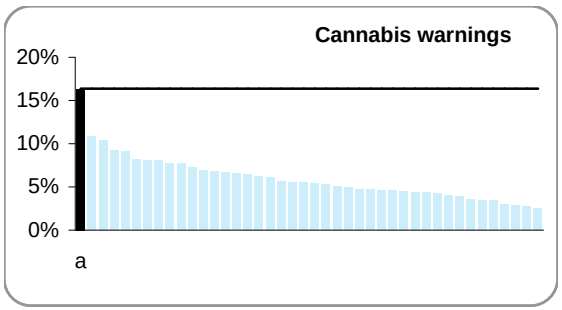
These charts show how different types of sanction detections are used.











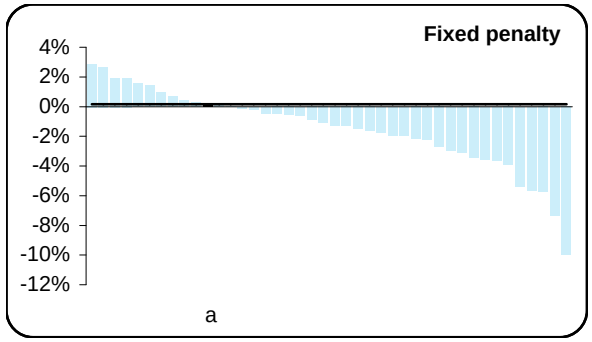
	%	MSG
Charge summons	58%	58%
Cautions	22%	22%
Penalty notices	2%	2%
Cannabis warnings	16%	16%
Taken into consideration	1%	1%
Total	100%	100%

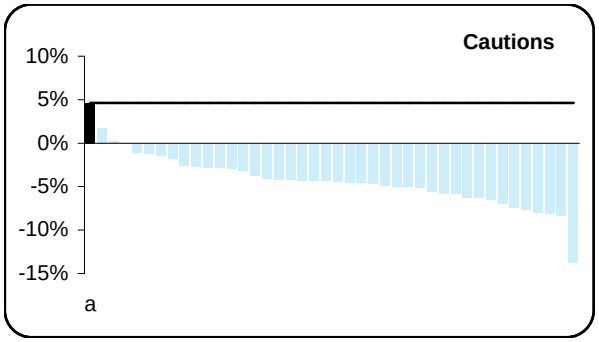
Source: Home Office Crime Statistics 2011/12

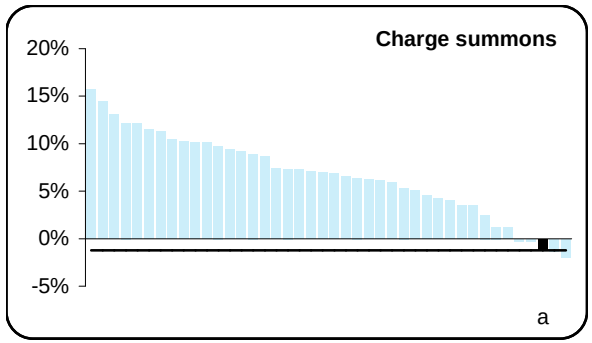
CHANGES IN DETECTION TYPES

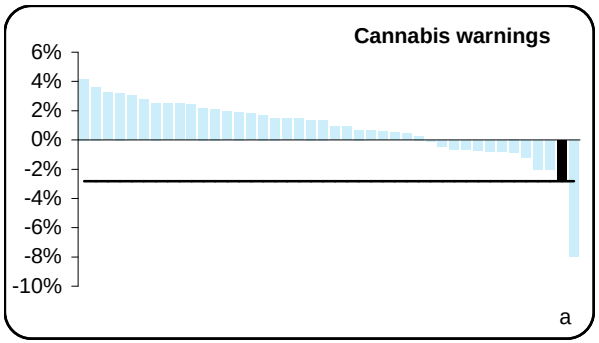
Changes 2008/09 to 2011/12

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



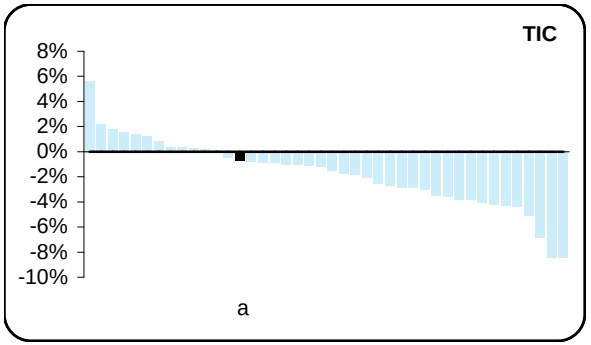






	2008/09	2011/12	Change	MSG
Charge summons	60%	58%	-1%	-1%
Cautions	17%	22%	5%	5%
Penalty notices	2%	2%	0%	0%
Cannabis warnings	19%	16%	-3%	-3%
Taken into consideration	2%	1%	-1%	0%
Total	100%	100%		

Source: Home Office Crime Statistics 2011/12



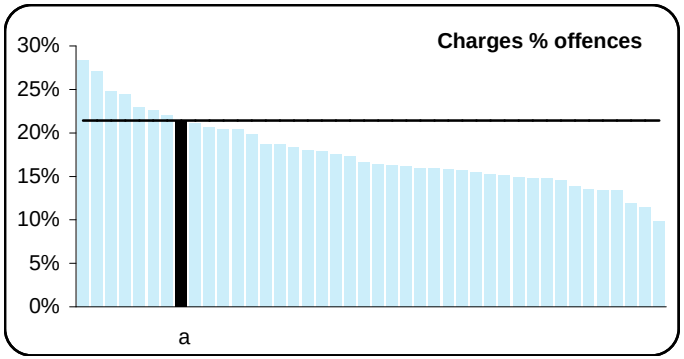
CHARGES

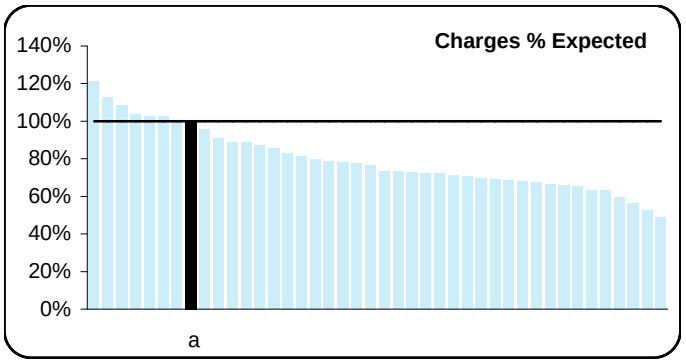
2011/12

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	260	98	38%	38%	0
VAP without Injury	274	96	35%	35%	0
Rape	2	2	100%	100%	0
Other sexual offences	33	6	18%	18%	0
Domestic burglary	32	2	6%	6%	0
Non-domestic burglary	264	47	18%	18%	0
Robbery of personal property	43	14	33%	33%	0
Business robbery	3	1	33%	33%	0
Vehicle crime	194	30	15%	15%	0
Shoplifting	742	315	42%	42%	0
Other stealing	2,773	258	9%	9%	0
Criminal damage & arson	231	28	12%	12%	0
Non-victim based					
Public disorder	177	76	43%	43%	0
Drug trafficking	27	21	78%	78%	0
Drug possession	679	99	15%	15%	0
Crimes disrupted	126	98	78%	78%	0
Other non victim based	73	25	34%	34%	0
Total exc fraud	5,933	1,216	20%	20%	0
Fraud & forgery	186	95	51%	51%	0
All crime	6,119	1,311	21%	21%	0

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

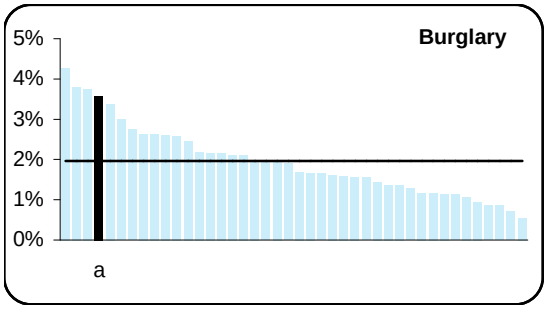
NO CRIME

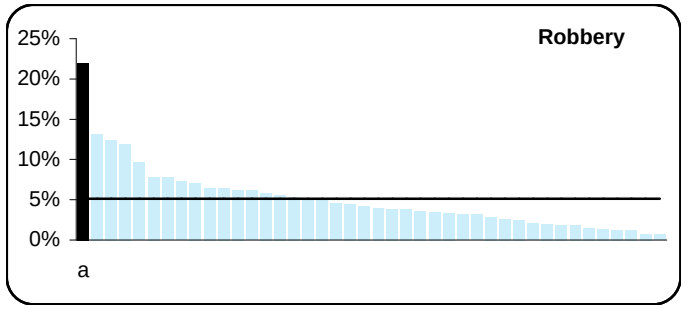
These charts show the 'no crime rate ' (number of 'no crimes ' divided by total recorded crime).

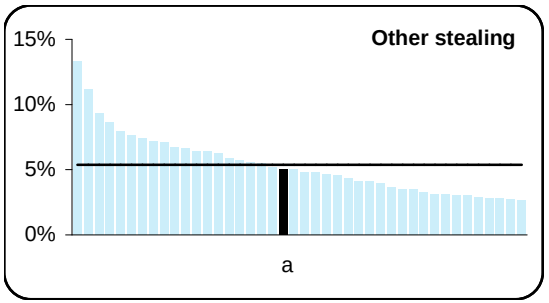
This information gives a more rounded picture of a forces crime recording practises.

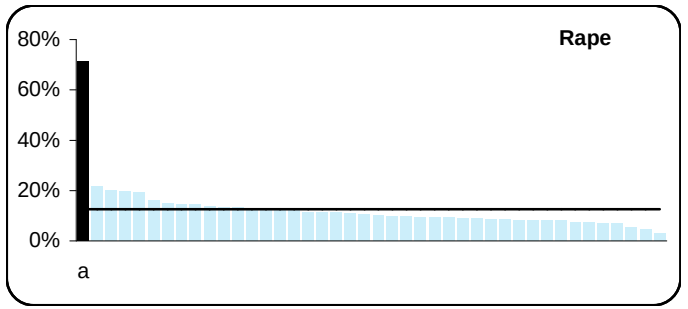
A crime could be no crimed where it is considered to have been recorded in error or where, having been recorded, additional verifiable information becomes available that determines that no crime was committed.

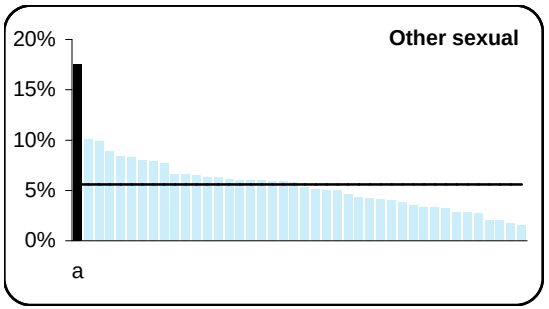
Outliers in the table below are highlighted for those in the top and bottom 10% nationally.

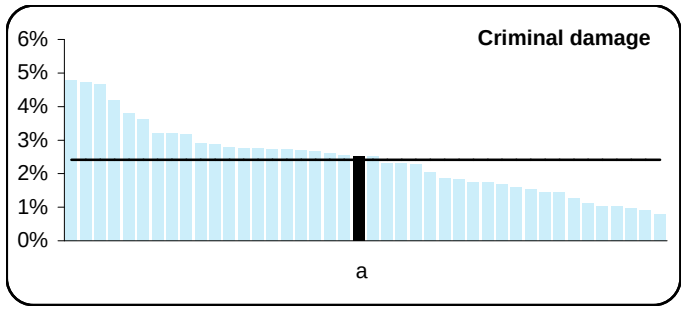












	2008/09	2009/10	2010/11	2011/12	Average	
Burglary	3.9%	2.6%	3.2%	3.6%	2.0%	<<
Robbery	17.3%	14.0%	15.7%	22.0%	5.1%	<<
Other stealing	6.3%	6.7%	6.1%	5.0%	5.4%	
Rape	80.0%	30.0%	25.0%	71.4%	12.5%	<<
Other sexual	18.4%	24.4%	11.8%	17.5%	5.6%	<<
Criminal damage	9.9%	8.8%	11.7%	2.5%	2.4%	

Source: Home Office Crime Statistics 2011/12

Please note:

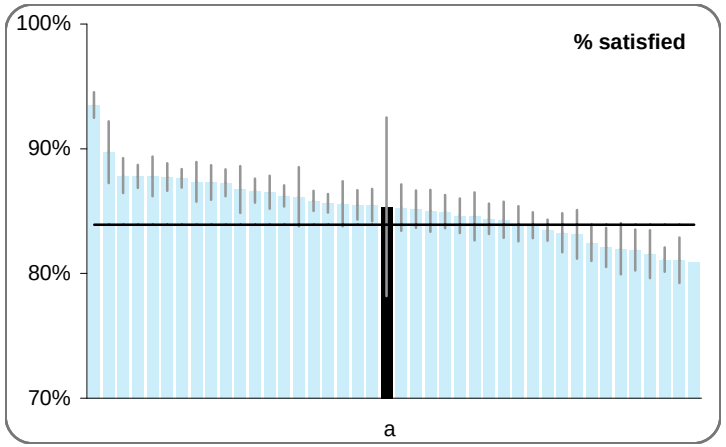
The proportion of 'no crimes' does not in itself infer high or low compliance with the overall requirements of the HOCR. Levels of 'no criming' are particularly susceptible to local recording practice and the IT systems in use. A police force having a high level of 'no crimes' may be indicative of that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

OVERALL SATISFACTION

2011/12 percentage satisfied

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

95% confidence intervals are also shown.



		Avg
Satisfaction	85.3%	83.9%
Confidence interval	7.2%	0.2%

-

Source: Victims of Crime Survey 2011/12

City of London

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