**Written evidence submitted by Unison (POP0094)**

**CALL FOR EVIDENCE: INQUIRY INTO POLICING PRIORITIES**

1. **Introduction**

UNISON is the majority union for police staff in England and Wales. We are recognised for the purposes of collective bargaining by most forces in England and Wales. For historical reasons we do not organise or recruit police staff in the Met, City of London or British Transport Police.

In March 2022 there were 76,250 police staff plus 8750 police community support officers working for forces in England and Wales. Our membership is drawn from this workforce.

There are 33,000 police staff members of UNISON in England and Wales, which means that, once the police staff from the Met, City of London and BTP are discounted, around half the police staff in the forces we organise in are UNISON members.

Our members are called police staff rather than the old-fashioned misnomers of ‘police civilian’ or ‘police support staff’.

We welcome this opportunity to submit evidence to the Home Affairs Select Committee inquiry into policing priorities.

The data in this submission are open source and are published elsewhere.

1. **Synopsis**

Our evidence addresses the following questions set by the Committee for this inquiry:

* What a modern police service, fit for the 2020s and beyond looks like
* What roles police forces should prioritise
* What can be done to improve community policing and increase trust in police officers and forces, including on funding

1. **What a Modern Police Service Looks Like**

**3.1 Is the Police Uplift Campaign a Workforce Strategy?**

Unfortunately, the government’s Police Uplift campaign to recruit 20,000 police officers provides no answer to the question of what a modern police service should look like.

Whilst the campaign to replace the officer posts cut by successive governments since 2010 is welcome from the point of view of increased investment in policing, no one in government, or policing, has ever claimed that it represents a well-thought out or forward-thinking workforce strategy. Of course, police leaders responded positively to the Uplift Campaign after 10 years of cuts, but they were never asked what sort of investment they actually wanted to correct the impact of government austerity on their workforces.

The reality is that many would have preferred to receive additional funding for recruitment which was not earmarked in such a restrictive way. This would have allowed the service to rebuild a workforce with the right people with the right skills in the right place. And not all of these people would have been police officers.

The Uplift Campaign was essentially a political intervention to seek to reassure the public that the government was tough on crime after the austerity cuts to policing had damaged the effectiveness of, and confidence in, the service.

The reality is that there is no strategic vision from government for the police workforce beyond the blunt measure of replacing the 20,000 police officers which previously it was responsible for cutting. Although we now know that funding for the 20,000 police officer uplift will be maintained into the next financial year, no one in policing is clear on whether funding for the replacement officers will be maintained long-term, or what comes next in relation to workforce planning?

**3.2 Police Cuts – the Big Picture**

It is important to keep in mind that the government did not just cut 20,000 police officers since 2010. At the lowest ebb of police workforce numbers in 2016 it had also cut 26,500 police staff and police community support officer (PCSO) roles.

The main impact of the police cuts was a substantial contraction in the entire police workforce, not just police officers. Table 1[[1]](#endnote-1) below shows how the different parts of the police workforce declined between March 2010 and September 2016.

All figures below are obtained from Home Office published Police Workforce data: <https://www.gov.uk/government/collections/police-workforce-england-and-wales>

**Table 1**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **March 2010** | **September 2016** | **% Decline** |
| **PCSOs** | 16,918 | 10,551 | -37.63% |
| **Police Staff** | 83,843 | 64,805 | -22.71% |
| **Police Officers** | 143,734 | 122,859 | -14.52% |

If we compare the 2010 workforce numbers with their equivalent in 2022 (the most recent date for which Home-Office police workforce data is available) they look like this:

**Table 2**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **March 2010** | **March 2022** | **% Decline** |
| **PCSOs** | 16,918 | 8,750 | -48% |
| **Police Staff** | 83,843 | 76,250 | -9% |
| **Police Officers** | 143,734 | 140,228 | -2.4% |

What these two tables show is that between September 2016 and March 2022:

* the police staff workforce has increased by 11,445 employees

* the police officer workforce has seen a much bigger increase of 17,369 in most part due to the Police Uplift campaign
* the PCSO workforce has continued to contract with 1,801 fewer PCSOs in 2022 than there were in 2016.

To be effective in cutting crime, the restoration of 20,000 police officers will require the recruitment of an additional 7,593 police staff and 8,168 PCSOs to replace those cut since 2010. These figures are obtained by subtracting the March 2022 police staff and PCSO numbers from their March 2010 levels.

This produces a current total shortfall of 15,761 police staff and PCSOs against 2010 establishment levels. UNISON is therefore calling for an additional 7,593 police staff and 8,168 PCSOs to accompany the 20,000 police officers pledged by the government.

**3.3 Rebuilding the Whole Police Team**

Until, or unless, the police service receives the necessary additional funding to rebuild the whole police team, with a workforce mix of officers and staff to be determined by police leaders in partnership with politicians, policing will not recover from the years of austerity cuts. UNISON hopes that a future government will take police workforce planning seriously.

It is very clear from the workforce stats that replacing 20,000 police officers was only ever going to do half the job of rebuilding the previous capacity of policing in England and Wales.

The police workforce is made up of 60% police officers and 40% police staff, including PCSOs. Police staff undertake vital work for police forces, including 999 call takers, crime scene examiners, fingerprint experts, financial investigators, crime analysts, counter terrorism and cyber-crime specialists, trainers, detention officers and many more, too numerous to mention. The roles of police staff are poorly promoted and are not well understood by the media or the general-public. The Uplift Campaign essentially ignores police staff, and it is UNISON’s job to try to correct this.

In the same way that recruiting 20,000 new hospital doctors will not cure more patients if they are not supported by more nurses, porters, radiographers etc, so 20,000 new police officers will not be able to patrol the beat and tackle more crime without corresponding investment in the police staff and PCSOs to work alongside them.

In simple terms it takes four police staff to put six officers on the beat. Not enough police staff means less time for officers on the street, as they are tied up with paperwork back in the station.

The latest Home Office Police Workforce data were published in July 2022. The data shows the trends in the police workforce over the 12 months between March 2021 and March 2022.

Overall, the figures are of concern to UNISON because they show:

* The growth in overall police staff numbers since 2017 beginning to level off
* The continuing decline in police community support officer numbers
* The highest ever proportion of police officers in business support roles

The following table shows the broad trends in police staff workforce numbers over the 12 months to March 2022:

**Table 3**

**Police staff workforce: March 2021 to March 2022 (England and Wales)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | **2021** | **2022** | **%** |
| Police staff and designated officers | 75,934 | 76,250 | 0.4 |
| Police community support officers | 9,284 | 8,750 | -5.8 |
| Police support volunteers | 8,014 | 7,981 | -0.4 |

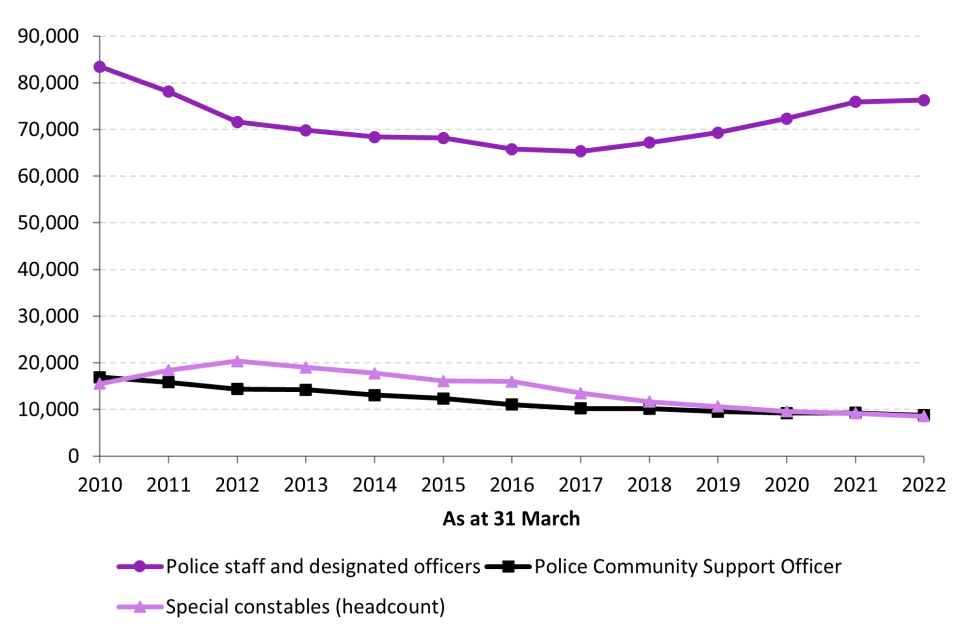
**Source:** Home Office, [Workforce Open Data Table](https://www.gov.uk/government/statistics/police-workforce-open-data-tables)

This table shows that police staff numbers grew by only 316 over the last 12 months. This compares to growth of 3,603 in police staff numbers between March 2020 and March 2021 and similar growth each year from 2016.

The last 12 months saw the loss of 534 PCSO posts compared with a small growth of 36 in PCSO numbers between March 2020 and March 2021.

These latest figures need to be seen against the last 12 years of Home Office police staff/PCSO workforce data, which are set out in the following graph.

**Police staff and designated officers, Police Community Support Officers, and special constables, 31 March 2010 to 31 March 2022, England and Wales**



This graph shows clearly that police staff numbers have risen steadily, if relatively modestly, since the low point of government police austerity cuts in 2016.

However, this growth was not replicated over the last 12 months, and it looks like the rate of increase in police staff numbers has slowed down, with the plot line on the graph for police staff numbers levelling off since last year.

UNISON believes that the reason for this plateau effect on police staff growth is related to police staff vacancy levels being deliberately sustained to manage budget deficits and by reverse civilianisation - namely the backfilling of vacant or redundant police staff roles by police officers.

**3.4 Reverse Civilianisation – Police Officers Doing Police Staff Roles**

Workforce modernisation in the police service between 1997 and 2010 saw police staff doing many of the jobs previously undertaken by officers, thereby freeing up officers to tackle serious crime out on the streets. This reform was strongly promoted at the time by the Home Office, HMIC and the National Policing Improvement Agency and was supported by many forward-thinking chief constables. The term for freeing up police officers from work which did not require a warrant card was called *civilianisation*. It provided career opportunities for police staff and ensured that the relatively more expensive police officer resource was being appropriately deployed in line with police powers.

When the Prime Minister launched the Police Uplift Campaign, in July 2019, he said that:

*"People want to see more officers in their neighbourhoods, protecting the public and cutting crime.”*

In September 2019 the Prime Minister reiterated that:

*“Getting more police on our streets is an absolute priority and I’m delighted our recruitment campaign for 20,000 new officers is now under way.”*

Three years later the Uplift Campaign is coming to an end, but have the Prime Minister’s pledges been delivered?

UNISON is uncovering evidence that budgetary pressures on police forces and the rigidity of the Uplift campaign targets for forces is risking the perverse outcome of police officers being taken off the streets to backfill redundant or vacant police staff roles.

In early 2022, UNISON surveyed our police staff branches on whether police officers were backfilling such roles. 21 branches responded to the survey, of which 6 (29%) confirmed that this was taking place. The police staff roles which were being backfilled included: force control room jobs, investigators, firearms licensing and training roles.

We are in the process of updating this survey with a similar exercise which closed on 10 March. We will be happy to share the results of this survey with the Committee if desired in due course.

In the interim, we have discovered the following additional evidence which we have drawn to the attention of the NPCC Uplift campaign team:

* **Lancashire Police:** has proposed reducing 54 police staff posts in crime management down to 40, and to put 80 police officers and 10 sergeants into these police staff roles. Whilst this has been put on hold because of the difficulty of getting officers in place who are able to do this work, the trend is of great concern to UNISON. This development appears to show the force intending to replace police staff roles by backfilling with police officers. This obviously was not the intention of the uplift programme and means that a more expensive resource is being deployed to do the same work.

In addition, 12 police staff roles in early intervention have been dis-established and replaced with police officers. The police staff were previously supporting vulnerable children in care. 3 police staff have resigned, 1 has been redeployed and 8 are now on the force redeployment list. Again, we see officers backfilling police staff roles at a much greater cost to the public purse.

In custody, the police staff supervisor role has been dis-established and replaced with inspectors and sergeants.

Overall, in Lancashire Police today, 120 officers are now being used to backfill police staff posts.

* **Kent Police**: plans to reduce its PCSO workforce by 208 posts, leaving just 102 in post. This two-thirds cut in the Kent PCSO establishment will undoubtedly damage the ability of the force to provide the same neighbourhood policing service to local communities than has hitherto been the case.

The force plans to backfill the ‘redundant’ PCSO posts with 134 police officers, thereby replacing a very cost-effective workforce with a much more expensive one. The reality is that officers cannot spend the quality time in communities that PCSOs can. This is the reason that PCSOs were introduced in the first place. It is therefore a matter of grave concern to UNISON that Kent Police is introducing a neighbourhood policing model which we believe will not work for local people and which will be delivered at much greater cost to the public purse.

* **Thames Valley Police**: has frozen staff vacancies for operators and dispatchers in its police control rooms to allow for up to 30 officers to be placed into the rooms for “operational grip”. UNISON disputes whether there is any operational justification for this proposal, which we believe is/was unnecessary and is just a case in point of the force having to find somewhere to put Uplift police officers.

The public were promised that the 20,000 replacement officers would be out on the streets fighting crime, not backfilling vacant or redundant police staff roles. UNISON wrote to the police minister to raise these concerns on 1 February 2023.

* 1. **Police Force Budget Deficits, the Uplift and Police Staff**

One of the main reasons for the perverse outcome of Uplift officers backfilling police staff roles is the financial squeeze which most police forces in England and Wales are facing in the 2023/24 financial year and beyond. With most forces having posted medium term financial forecasts showing significant and rising budget deficits, many are using police staff vacancy management to save money. **Appendix A** shows the deficits which police forces have declared this year to Police and Crime Panels.

For the coming 2023/24 financial year, police force budget deficits across all forces add up to £282,541,000**.** By 2025/26 the total deficit figure has risen to £385,530,000, which is over a third of a £ billion worth of savings or cuts to police services.

Reading through many of the budgetary proposals which Police and Crime Commissioners have laid out to Police and Crime Panels across England and Wales, it is clear that there is a police staff recruitment crisis. Police staff vacancy factors are being used as a method of dealing with budget shortfalls with often the reason given that it is highly challenging to recruit to these roles anyway.

For some police forces the declared police staff vacancy percentage rates are well into the teens.

This year’s Derbyshire Police and Crime Commissioner’s budget report states *“In the last couple of years Police Staff vacancies have changed from being a ‘natural occurrence’ to being something of an issue for the constabulary. The tight labour market nationally has combined with specific local circumstances to create rates of vacancy well above the 4% rate allowed for…. As at November 2022 vacancies were running at 13.0%. While not a deliberate aim, this situation does provide an opportunity to reflect the actual experience within the 2023/24 budget.”*

Cleveland are, in part, managing their budgetary challenge by increasing their Police Staff vacancy factor to 11%. Their budget report states: *“For posts persistently hard to recruit to an alternative may need to be considered.”*

The Thames Valley Police budget report is even clearer in making a budgetary virtue of the failure to be able to recruit and retain Police Staff: *“Due to the current high level of vacancies within Police Staff and PCSOs (currently in excess of 400), the vacancy factor for 2023/24 has been applied at 11.5% (circa 380 FTE).”*

The budget report for West Yorkshire Police highlights ‘…*reserves that have been built up prudently by reducing discretionary spend and through staffing vacancies in current year…’* West Yorkshire Police has built an 11% PCSO vacancy rate into their 2023/24 budget.

But such vacancy management brings with it the obvious risk that the police staff roles being left vacant are essential to keeping communities safe and combatting crime. The upshot of this is that police officers are likely to be used to backfill these essential roles, because they are a free resource that can be directed to work anywhere and must be found roles to satisfy Uplift recruitment targets. It is not clear whether the Home Office is interested in what roles Uplift officers carry out, as long as the political target of 20,000 is finally reached.

**3.6** **Police Officers in Business Support Roles**

One of the consequences of the Police Uplift Campaign appears to be the growth in the number of police officers carrying out business support roles – namely roles which do not require a warrant card and are therefore more suitable for police staff.

The table at **Appendix B** shows very clearly that, notwithstanding the promise of the Uplift Campaign to put more police officers on the streets as crime fighters:

* There is a lower proportion of police officers in frontline roles than was the case 11 years ago:
  + 91.3% in March 2011
  + 91.1% in March 2022
* March 2022 saw the highest proportion of police officers undertaking business support jobs since 2011
  + 3.7% in March 2011
  + 4.7% in March 2022
  1. **Conclusions**
* Where police force budget deficits and associated police staff vacancy management meet Police Uplift targets there is now a squeeze happening on police staff numbers
* The growth in the police staff establishment since 2016 has now come to an end
* Vacant or redundant police staff posts are providing a convenient way for forces to both save money and accommodate Police Uplift officers - a free resource via Uplift funding - for whom they need to find roles or face penalties for not meeting their Uplift targets
* Last year saw the highest ever proportion of police officers occupying business support roles
* These trends represent very poor value to the public purse because paying police officers to undertake work which does not require a warrant card is paying well over the odds
* The Police Service will need a strategic workforce plan going forward post Police Uplift. This will need to encompass the entire workforce, not just police officers.

1. **What roles police forces should prioritise?**

**What can be done to improve community policing and increase trust in police officers and forces, including on funding?**

**4.1 Introduction**

UNISON’s response to these Inquiry questions is focused on the role of police community support officers. As set out above, the PCSO workforce in England has been the subject of the worst cuts to any part of the police workforce.

This is a successful role which is now facing existential cuts going forward into the next financial year. The squeeze of police force budget deficits and the Police Uplift campaign looks set to reduce the already much depleted PCSO workforce by very substantial numbers in England unless there is funding made available to retain and rebuild workforce numbers. Reports from UNISON police branches indicate potential PCSO cuts in 2023/24 of the same magnitude as the Kent Police PCSO cuts referred to above.

Last year, Police Community Support Officers (PCSOs) celebrated 20 years of delivering neighbourhood policing. The PCSO role was created by the 2002 Police Reform Act and since that time PCSOs have more than proved their worth.

UNISON is the union for PCSOs. We are proud to represent them and the vital work that they do. We hope that everyone with an interest in policing will join with us and our members to toast the success of PCSOs in delivering neighbourhood policing over the last 20 years. Without PCSOs there simply is no local policing.

PCSOs provide a highly visible police presence. They deter anti-social behaviour, provide reassurance, gather intelligence and work with businesses, schools and statutory partners to keep communities safe. PCSOs are a force for good.

People love PCSOs’ visibility, their in-depth knowledge of local areas and their approachability. The PCSO role attracted the highest ever proportion of Black, Asian and Minority Ethnic new joiners to the police service. Put simply, PCSOs are key to maintaining trust and public confidence in policing.

Despite their success, PCSO numbers in England have been cut by 48% since 2010. In Wales, by contrast, the Welsh Government has invested in additional PCSOs, showing very clearly that, where there is political will, neighbourhood policing can be actively grown.

As part of our *PCSO20 Campaign* UNISON has been calling on the UK Government, MPs, Senedd Members, Chief Constables, Police and Crime Commissioners, Council Leaders and Elected Mayors, to commit to support the PCSO workforce for the next 20 years. This will need extra funding to increase PCSO numbers in England. UNISON is calling for an additional 8,168 PCSO posts here to replace those lost since 2010.

By rebuilding the PCSO workforce in England, and by continuing the high level of support in Cymru/Wales, the police service and the communities it serves have everything to gain.

**4.2 PCSOs are Visible Policing**

‘*The fundamental role of the PCSO is to contribute to the policing of neighbourhoods through targeted visible patrol, with the purpose of engaging with and reassuring the public; increasing orderliness in public places; being accessible to communities; and working at a local level with stakeholders to solve or mitigate issues, problems or safety concerns faced by the community.’[[2]](#endnote-2)*

PCSOs were introduced precisely because police officers, by the nature of their role, are not able to spend the time in communities necessary to build long term confidence and trust. This remains the case today.

PCSOs have always been the backbone of neighbourhood policing. In 2008, PCSOs made up on average 50% of the workforce in community policing teams[[3]](#endnote-3).

By being visible and present, PCSOs have a unique ability to develop close working relationships with individuals and community bodies, to support vulnerable people and promote community cohesion. This is how trust in policing is built - carefully and painstakingly from the ground up.

**4.3 PCSOs have Powers**

*‘PCSOs have legal powers of enforcement in line with local force requirements to support the successful resolution, prevention and deterrence of local crime. PCSOs are also expected to respond to a wider range of non-criminal issues that contribute to vulnerability and safety within the community. They will be expected to act with discretion, making appropriate use of their designated powers and acting within Force guidelines.’[[4]](#endnote-4)*

Chief Constables have the discretion to award their PCSOs any power of a police constable that is not in the list of excluded powers in Schedule 10 to the Policing and Crime Act 2017. These powers are potentially very extensive but vary from force to force depending on the PCSO role locally.

UNISON’s PCSO members have consistently called for the award of appropriate additional powers to increase their operational effectiveness.

**4.4 PCSOs are Innovative Problem Solvers**

PCSOs: ‘*Support the identification and exploration of new ways of working and innovation in community policing, applying critical thinking and problem-solving methodologies to identify solutions to problems in line with evidence-based practice.’[[5]](#endnote-5)*

PCSOs deliver policing in new and innovative ways. They might work in a multi-agency family hub, spend time in schools or universities, undertake safer travel patrol on buses and trains, or give advice to the public on crime prevention and staying safe.

**4.5 PCSOs are Crime-Stoppers**

Research by the Cambridge Institute of Criminology published in 2016 found that targeting each crime ‘hot spot’ in a city with 21 extra minutes of daily foot patrolling by Police Community Support Officers could save the justice system hundreds of thousands of pounds through prevented crime.[[6]](#endnote-6)

**4.6 PCSOs are the Eyes and Ears of their Police Force**

*‘PCSOs will be in a position to gather considerable intelligence, which will need to be processed, in accordance with the intelligence cycle. The potential for PCSOs to gain access to people who might ordinarily resist giving information to a police officer should not be overlooked.’[[7]](#endnote-7)*

Because they are embedded in the communities they serve, PCSOs get to know the pattern of criminal and anti-social behaviour on their beat inside out. Their approachability and familiarity mean that the public will open up to them in a way that is simply not possible with police officers. The intelligence provided to forces by their PCSOs is invaluable. Lose your PCSOs, and you lose vital police intelligence.

**4.7 PCSOs are Diverse**

In terms of ethnicity, the PCSO workforce is more diverse than either the police staff workforce, or the police officer workforce.

In March 2022, 11% of PCSOs identified as Black, Asian or Minority Ethnic[[8]](#endnote-8), compared with 8% of police officers and 8% of police staff.

PCSO ethnic diversity was even higher in the past. Back in 2006, 15% of PCSOs identified as Black, Asian or Minority Ethnic. UNISON believes that the cuts to the PCSO workforce since 2010 are largely to blame for the loss of diversity.

In terms of gender, the PCSO workforce is the most balanced part of the police workforce - 47% female and 53% male in March 2022[[9]](#endnote-9).

The secret to creating a diverse police service, reflective of the communities it serves, is plain for all to see – they are called PCSOs.

**4.8 PCSO Numbers are Falling in England**

Despite the success of the PCSO model, the enthusiasm with which they are greeted by the general public, their ground-breaking diversity levels and crime-stopping abilities, the PCSO workforce has declined in England by 48% since 2010.

All parts of the police workforce were cut significantly because of government austerity following the 2010 election, but PCSOs were worst affected. A double whammy of a 30% reduction in police grant between 2010 and 2018[[10]](#endnote-10), and the removal of the ringfenced Neighbourhood Policing Fund in 2013, has led to there being 8,168 fewer PCSOs in 2022 than there were in 2010.

Norfolk Police took the cuts to another level and abolished its entire PCSO workforce in 2018. UNISON fought the abolition, but it was pushed through. Thankfully, no other force has followed suit, but, in a majority of forces in England, PCSO numbers continue to decline. The tables at **Appendix C** show the cumulative impact of the cuts to the PCSO workforce since 2010 and the movement in PCSO numbers over the last year of recorded data – 2021 to 2022.

The following testimony from UNISON PCSO members describes the impact of the austerity cuts on their work:

*‘When the PCSOs were first cut in 2016, I saw all our amazing community work, through which we had built up good contacts which in turn brought in more intelligence and actually prevented crimes from occurring, all go to waste. Before the cuts, we were doing proactive policing to make sure that community issues were dealt with before they became criminal activity.’*

*‘When the cuts were brought in, this resulted in a 75% reduction on the Safer Neighbourhood Team I work on, and late shifts were abolished removing PCSOs from the streets when we were needed the most. Communities who had depended on us being present were thoroughly let down by this.’*

Without new PCSOs in England, neighbourhood policing simply won’t recover from the austerity cuts. UNISON is calling for funding (ringfenced if necessary) for police forces in England to recruit 8,168 new PCSOs to replace those cut since 2010.

**4.9 PCSO Numbers are Rising in Wales**

Since 2012, the Welsh Government has funded an additional 500 PCSOs for the four forces in Wales[[11]](#endnote-11). In 2021 the Welsh Government announced an extra £3.7 million for additional PCSOs across Wales, bringing the total budget to support PCSOs to over £22 million[[12]](#endnote-12). The additional 100 posts created by this increased support brings the total PCSO numbers funded by the Welsh Government to 600. This shows very clearly, that where there is political will to protect neighbourhood policing, PCSO numbers can be maintained and even increased.

**4.10 Conclusion**

PCSOs have been a great success. For the last 20 years they have been keeping communities safe, deterring and detecting crime and helping to maintain trust and confidence in policing. We owe them all a great debt of gratitude.

But for all their success, their numbers in England have fallen and continue to fall in many forces. This must be addressed with additional funding to rebuild their numbers so that PCSOs can carry on delivering community safety for the next 20 years.

PCSOs were introduced in 2002 because police officers were unable to spend sufficient quality time on the beat in communities, due to continual abstraction related to their wider duties. Replacing PCSOs with police officers as a result of PCSO numbers being squeezed between budget deficits and the Uplift Campaign is not going to result in the recovery of neighbourhood policing. Only the re-instatement of ringfenced funding for PCSOs, as was provided for in the original Neighbourhood Policing Grant, will enable community policing to get back to where it was 20 years ago.

For more information please visit: [www.unison.org.uk/pcso20](http://www.unison.org.uk/pcso20)

1. **APPENDIX A**

   **POLICE FORCE BUDGET DEFICITS 2023/24 – 2027/28**

   The format unit in the following spreadsheet is a thousand so 1,000 is a million. The first data column is the total budget 23/24, the next 6 are the budget shortfall / gaps for 23/24 and subsequent years as per published medium term financial plans. We have included drawing on reserves as well as savings proposed and unfunded gaps. Some forces may be hiding vacancy factor savings in their spending totals (or rather to reduce them) so the total figure will be a bit understated.

   |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
   | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
   | |  |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | --- | | **Force** | **Budget 23/24** | **2023/24** | **2024/25** | **2025/26** | **2026/27** | **2027/28** | | Avon & Somerset | 376,083 | 2,952 | 13,049 | 17,630 | 21,129 | 23,149 | | Bedfordshire | 148,476 | 8,505 | 7,252 | 9,274 | 11,301 |  | | Cambridgeshire | 178,177 | 500 | 5,441 | 9,361 | 12,488 |  | | Cheshire Police | 236,846 | 6,651 | 0 | 0 | 217 | 523 | | Cleveland Police | 160580 | 0 | 2,010 | 2,505 | 4,107 |  | | Cumbria Police | 165864 | 5,719 | 10,439 | 105,023 | 14,248 | 15,897 | | Derbyshire Police | 218,934 | 1,946 | 5,219 | 3,115 | 1,514 |  | | Devon & Cornwall Police | 396,948 | 16,098 | 16,537 | 18,126 |  |  | | Dorset Police | 169,081 | 4,614 | 1,223 | 1,674 |  |  | | Durham Police | Not fully published | 3,200 | (future deficits) | |  |  | | Dyfed Powys Police | 133,414 | 5,900 | 1,670 | 1,820 | 1,670 |  | | Essex Police | 363,600 | 10,900 | 3,000 | 5,400 | 6,800 | 7,300 | | Gloucestershire Police | 151,192 | 3,813 | 1,885 | 166 |  |  | | Greater Manchester Police | 759,700 | 16,100 | MTFS not yet published | | |  | | Gwent Police | 161,587 | 4,599 | 7,081 | 12,208 | 18,614 | 24,791 | | Hampshire and Isle of Wight | 411,389 | 6,420 | 6,519 | 16,491 | 27,307 |  | | Hertfordshire Police | 253,200 | 7,179 | 5,969 | 6,678 | 8,047 |  | | Humberside Police | 232,696 | 9,239 | 7,426 | 4,115 | 2,185 |  | | Kent Police | 399,650 | 14,070 | 7,550 | 6,320 | 7,790 | 6,480 | | Lancashire Police | 360,221 | 11,790 | 3,298 | 6,686 | MTFS not published | | | Leicestershire Police | 230,200 | 5,900 | 7,800 | 9,400 | 12,900 |  | | Lincolnshire Police | 153,036 | 8,884 | 11,336 | 11,925 | 11,813 |  | | Merseyside Police | 413,681 | 8,153 | 5,867 | 5,778 | 7,966 | 4,786 | | North Wales Police | 188,959 | 3,753 | 611 | 1,541 | 3,216 | 4,986 | | North Yorkshire Police | 184,022 | 5,345 | 104 | 88 | 40 |  | | Northamptonshire Police | 168,264 | 2,715 | 3,420 | 4,507 | 4,843 |  | | Northumbria Police | 355,584 | 17,656 | MTFS not yet published | | |  | | Nottinghamshire Police | 261,700 | 6,100 | 5,800 | 6,300 | 3,100 | 5,600 | | South Wales Police | 358,700 | 9,560 | 12,950 | 14,920 | 16,710 |  | | South Yorkshire Police | 317,567 | 10,250 | 3,533 | 6,643 | 11,272 | 20,036 | | Staffordshire Police | 242,262 | 3,644 | 4,683 | 1,267 |  |  | | Suffolk Police | 154,554 | 2,890 | 2,283 | 7,522 | 10,231 |  | | Sussex Police | 370,500 | 8,900 | 7,400 | 4,800 | 5,700 |  | | Thames Valley Police | 524,211 | 18,487 | 11,758 | 20,463 | 2,288 |  | | Warwickshire Police | 125,997 | 1,752 | 2,392 | 1,728 | 1,061 |  | | West Mercia Police | 282,379 | 9,341 | 11,782 | 11,713 | 43,328 |  | | West Midlands Police | 709,000 | 10,700 | 31,300 | 33,500 | 34,400 | 32,300 | | West Yorkshire | 543,393 | 5,207 | 6,185 | 15,508 | 25,081 |  | | Wiltshire Police | 146,363 | 3,109 | 1,901 | 1,335 | 942 |  | |  | **11,008,010** | **282,541** | **236,673** | **385,530** | **332,308** |  | |

   **APPENDIX B**

   **POLICE OFFICERS IN FRONTLINE/FRONTLINE SUPPORT/BUSINESS SUPPORT ROLES: MARCH 2011 – MARCH 2022**

   **Source:** [**https://www.gov.uk/government/statistics/police-workforce-england-and-wales-31-march-2022/police-workforce-england-and-wales-31-march-2022**](https://www.gov.uk/government/statistics/police-workforce-england-and-wales-31-march-2022/police-workforce-england-and-wales-31-march-2022)

   **Proportion of full-time equivalent police officers employed in frontline1, frontline support2 and business support roles, England and Wales, as at 31 March 2010 to 31 March 20223**

   | **As at:** | **Frontline** | **Frontline support** | **Business support** |
   | --- | --- | --- | --- |
   | 31-Mar-11 | 91.3 | 4.9 | 3.7 |
   | 31-Mar-12 | 92.0 | 4.7 | 3.3 |
   | 31-Mar-13 | 92.6 | 4.3 | 3.1 |
   | 31-Mar-14 | 93.3 | 3.9 | 2.8 |
   | 31-Mar-15 | 93.4 | 3.6 | 3.0 |
   | 31-Mar-16 | 93.4 | 3.6 | 3.0 |
   | 31-Mar-17 | 93.3 | 3.6 | 3.1 |
   | 31-Mar-18 | 92.2 | 3.9 | 3.9 |
   | 31-Mar-19 | 92.1 | 3.7 | 4.1 |
   | 31-Mar-20 | 92.4 | 3.5 | 4.1 |
   | 31-Mar-21 | 91.6 | 3.8 | 4.6 |
   | 31-Mar-22 | 91.1 | 4.3 | 4.7 |

   **Source:** Home Office, [Table F6](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1093761/police-workforce-mar22-tables.ods)

   1. Visible operational frontline and non-visible frontline have been added together to give an overall frontline total.
   2. Frontline support was previously named operational support under the old framework.
   3. Figures for March 2015 onwards have been calculated using Her Majesty’s Inspectorate of Constabulary and Fire & Rescue Services’ (HMICFRS’s) frontline policing model and police officer functions data in the [main data tables](https://www.gov.uk/government/statistics/police-workforce-england-and-wales-31-march-2017). Figures for March 2010 and March 2014 have been estimated based on data for a parallel running year (March 2015) where data was collected using both functions frameworks. Further details on these estimates can be found in the [user guide](https://www.gov.uk/government/publications/user-guide-to-police-workforce-statistics).

   **APPENDIX C**

   **PCSO NUMBERS BY FORCE, ENGLISH REGION AND WALES: COMPARISON MARCH 2010 – MARCH 2022**

   Source: Home Office Police Workforce Data. PCSO reductions in red.

   |  |  |  |  |  |  |
   | --- | --- | --- | --- | --- | --- |
   |  |  |  |  | **Full time equivalents** | |
   |  |  |  | **Reduction Mar 2010 - March 2022** | | |
   | **Police force** | **Mar-10** | **Mar-22** | **Number** | | **%** |
   | Cleveland | 193 | 103 | -90 | | -46.6 |
   | Durham | 175 | 131 | -44 | | -25.1 |
   | Northumbria | 438 | 193 | -245 | | -55.9 |
   | **North East** | **806** | **427** | **-379** | | **-47** |
   | Cheshire | 237 | 154 | -83 | | -35 |
   | Cumbria | 111 | 49 | -62 | | -55.9 |
   | Greater Manchester | 842 | 535 | -307 | | -36.5 |
   | Lancashire | 428 | 234 | -194 | | -45 |
   | Merseyside | 468 | 196 | -272 | | -58.1 |
   | **North West** | **2,086** | **1,168** | **-918** | | **-44** |
   | Humberside | 317 | 145 | -172 | | -54.3 |
   | North Yorkshire | 198 | 202 | 4 | | 2 |
   | South Yorkshire | 328 | 119 | -209 | | -63.7 |
   | West Yorkshire | 763 | 568 | -195 | | -25.6 |
   | **Yorkshire and the Humber** | **1,606** | **1,034** | **-572** | | **-35.6** |
   | Derbyshire | 181 | 133 | -48 | | -26.5 |
   | Leicestershire | 233 | 183 | -50 | | -21.5 |
   | Lincolnshire | 149 | 105 | -44 | | -30 |
   | Northamptonshire | 164 | 80 | -84 | | -51.2 |
   | Nottinghamshire | 268 | 143 | -125 | | -46.6 |
   | **East Midlands** | **995** | **644** | **-351** | | **-35.3** |
   | Staffordshire | 237 | 197 | -40 | | -16.9 |
   | Warwickshire | 138 | 65 | -73 | | -52.9 |
   | West Mercia | 279 | 203 | -76 | | -27.2 |
   | West Midlands | 811 | 432 | -379 | | -46.7 |
   | **West Midlands** | **1,465** | **897** | **-568** | | **-38.9** |
   | Bedfordshire | 116 | 51 | -65 | | -56 |
   | Cambridgeshire | 209 | 29 | -180 | | -86.1 |
   | Essex | 445 | 94 | -351 | | -78.9 |
   | Hertfordshire | 262 | 197 | -65 | | -23.4 |
   | Norfolk | 275 | - | -275 | | -100 |
   | Suffolk | 173 | 36 | -137 | | -79.2 |
   | **Eastern** | **1,480** | **407** | **-1,073** | | **-72.5** |
   | London, City of | 52 | 4 | -48 | | -92.3 |
   | Metropolitan Police | 4,645 | 1,170 | -3,475 | | -74.8 |
   | **London** | **4,697** | **1,174** | **-3,523** | | **-75** |
   | Hampshire | 347 | 221 | -126 | | -36.3 |
   | Kent | 387 | 287 | -100 | | -25.8 |
   | Surrey | 224 | 116 | -108 | | -48.2 |
   | Sussex | 377 | 268 | -109 | | -28.9 |
   | Thames Valley | 500 | 320 | -180 | | -26 |
   | **South East** | **1,835** | **1,212** | **-623** | | **-34** |
   | Avon and Somerset | 430 | 365 | -65 | | -15.1 |
   | Devon and Cornwall | 363 | 159 | -204 | | -56.2 |
   | Dorset | 164 | 105 | -59 | | -36 |
   | Gloucestershire | 148 | 106 | -42 | | -28.4 |
   | Wiltshire | 126 | 111 | -15 | | -11.9 |
   | **South West** | **1,231** | **846** | **-385** | | **-31.3** |
   | **England** | **16,201** | **7,809** | **-8,392** | | **-51.8** |
   | Dyfed-Powys | 83 | 156 | 73 | | 88 |
   | Gwent | 143 | 173 | 30 | | 21 |
   | North Wales | 157 | 185 | 28 | | 17.8 |
   | South Wales | 335 | 428 | 93 | | 27.8 |
   | **Wales** | **718** | **942** | **224** | | **31.2** |
   | **England and Wales** | **16,919** | **8,751** | **-8,168** | | **-48.3** |
   | British Transport Police | 335 | 231 | -104 | | -31 |

   **PCSO NUMBERS BY FORCE AS AT MARCH 2021 AND MARCH 2022**

   Source: Home Office Police Workforce Data. PCSO reductions in red.

   |  |  |  |  |  |  |
   | --- | --- | --- | --- | --- | --- |
   | **England and Wales** | |  |  |  | **Full time equivalents** |
   |  |  | **As at:** |  | **Change in 12 months Mar-21 - Mar-22** | |
   |  | **Police force** | **Mar-21** | **Mar-22** | **Number** | **%** |
   |  | Lincolnshire | 92 | 105 | 13 | 14 |
   |  | Northumbria | 171 | 193 | 22 | 13 |
   |  | Dyfed-Powys | 139 | 156 | 18 | 12.6 |
   |  | South Wales | 387 | 428 | 41 | 10.5 |
   |  | Gwent | 163 | 173 | 11 | 6.6 |
   |  | Cleveland | 97 | 103 | 6 | 6.1 |
   |  | West Yorkshire | 544 | 568 | 23 | 4.3 |
   |  | Gloucestershire | 102 | 106 | 4 | 3.9 |
   |  | Leicestershire | 180 | 183 | 3 | 1.9 |
   |  | British Transport Police | 230 | 231 | 1 | 0.5 |
   |  | North Wales | 185 | 185 | 0 | 0.3 |
   |  | Norfolk | - | - | 0 | 0 |
   |  | West Mercia | 204 | 203 | -1 | -0.5 |
   |  | Hertfordshire | 199 | 197 | -3 | -1.4 |
   |  | Durham | 134 | 131 | -3 | -2.5 |
   |  | Staffordshire | 204 | 197 | -7 | -3.6 |
   |  | Avon and Somerset | 379 | 365 | -14 | -3.6 |
   |  | Devon and Cornwall | 165 | 159 | -7 | -4.1 |
   |  | Northamptonshire | 84 | 80 | -4 | -4.2 |
   |  | Greater Manchester | 558 | 535 | -24 | -4.3 |
   |  | Humberside | 153 | 145 | -8 | -5 |
   |  | Hampshire | 237 | 221 | -16 | -6.7 |
   |  | Nottinghamshire | 153 | 143 | -10 | -6.8 |
   |  | West Midlands | 464 | 432 | -32 | -6.9 |
   |  | Bedfordshire | 54 | 51 | -4 | -7 |
   |  | Metropolitan Police | 1,264 | 1,170 | -94 | -7.4 |
   |  | Essex | 101 | 94 | -8 | -7.5 |
   |  | Sussex | 291 | 268 | -23 | -8 |
   |  | Wiltshire | 121 | 111 | -10 | -8 |
   |  | Suffolk | 39 | 36 | -4 | -9 |
   |  | Merseyside | 216 | 196 | -20 | -9.1 |
   |  | Lancashire | 258 | 234 | -24 | -9.3 |
   |  | South Yorkshire | 134 | 119 | -16 | -11.8 |
   |  | Thames Valley | 366 | 320 | -46 | -12.4 |
   |  | Warwickshire | 75 | 65 | -11 | -14.4 |
   |  | Kent | 336 | 287 | -49 | -14.7 |
   |  | North Yorkshire | 240 | 202 | -38 | -15.8 |
   |  | London, City of | 5 | 4 | -1 | -17.1 |
   |  | Surrey | 140 | 116 | -25 | -17.5 |
   |  | Dorset | 128 | 105 | -24 | -18.3 |
   |  | Cumbria | 62 | 49 | -13 | -20.6 |
   |  | Cheshire | 200 | 154 | -47 | -23.2 |
   |  | Derbyshire | 189 | 133 | -57 | -30 |
   |  | Cambridgeshire | 67 | 29 | -37 | -55.7 |

   **ENDNOTES**

   The Home Office police workforce data presented here is for FTE posts for the 43 territorial forces and includes designated officers in the police staff totals [↑](#endnote-ref-1)
2. College of Policing: PCSO National Handbook 2022, p.14 [↑](#endnote-ref-2)
3. <https://www.police-foundation.org.uk/2017/wp-content/uploads/2010/10/the_future_of_neighbourhood_policing_final.pdf> p.15 [↑](#endnote-ref-3)
4. College of Policing: PCSO Professional Profile (CR-SD-PCSO V1.2) [↑](#endnote-ref-4)
5. College of Policing: PCSO Professional Profile (CR-SD-PCSO V1.2) [↑](#endnote-ref-5)
6. https://www.cam.ac.uk/research/news/policing-two-officers-on-the-beat-prevent-86-assaults-and-save-thousands-in-prison-costs [↑](#endnote-ref-6)
7. College of Policing: PCSO National Handbook 2022, p.27 [↑](#endnote-ref-7)
8. National Statistics: Police Workforce England and Wales 31 March 2022. [↑](#endnote-ref-8)
9. National Statistics: Police Workforce England and Wales 31 March 2022 [↑](#endnote-ref-9)
10. https://www.instituteforgovernment.org.uk/publication/performance-tracker-2019/police [↑](#endnote-ref-10)
11. https://orca.cardiff.ac.uk/id/eprint/88880/1/150226-wg-funded-community-support-officers-en.pdf [↑](#endnote-ref-11)
12. <https://gov.wales/100-new-pcsos-funded-by-the-welsh-government> [↑](#endnote-ref-12)