

Stop Police Cuts

£125 million in police budget cuts do not have to compromise essential frontline resources.



Nick Herbert, the policing Minister, has announced that the 43 police forces of England & Wales will face £125million in cuts to their allocated budgets.

In this report, we demonstrate that these cuts can be delivered without affecting the basic pay, overtime or resources of frontline police officers.

Chief Officers are responsible for how their force budget is spent. Response teams and frontline resources must be ring fenced and protected from cuts.

This report clearly shows there are more appropriate areas where cuts should be focused.

INTRODUCTION

Police will bear the brunt of £367 million in Home Office cuts proposed by the coalition Government. Chancellor George Osbourne said police forces must save £135 million in a massive efficiency drive, comprising £125 million in cuts to the core funding and a further £10 million from the anti terrorism budget.

Senior police officers will point out that 80% of their costs goes on wages, which remain fixed for uniformed officers under a three-year deal. They are already looking for £500 million of cuts, with a squeeze on recruitment, overtime and consultants as well as collaborative savings.

The remaining savings will come from discretionary spending such as marketing, consultancy and estate costs (£74 million), quangos (£82 million) and "lower value spending" such as supplies and catering (£42 million). A further £34 million will be generated by recovering more money and assets from criminals, something the Government has struggled to do in the past.

The National Police Improvement Agency (NPIA), widely singled out as a candidate for the Government's "bonfire of the quangos", escapes the axe but loses a fifth of its budget. The Home Office announced it will lose a further £30 million after bosses already agreed to slim down their £470 million budget by £73 million during this financial year.

The NPIA, which is responsible for the national DNA database, the police national computer and the police digital radio system, has already announced it will save £3 for every £1 invested in it. The Serious Organised Crime Agency will lose £10 million from its £400 million budget as it prepares to be merged with the UK Border Agency into some kind of "border force".

Across Whitehall, the Ministry of Justice has identified £325 million in savings as it remains under pressure to demonstrate how offenders are made to pay for their crimes. A spokesman said this will be delivered by reviewing large-scale computer projects and ditching ones that are not seen as essential.

Quangos, dubbed "arms-length bodies" by civil servants, will lose cash and recruitment will be tightened beyond the across-the-board freeze. Spending on consultants, travel and events will be slashed and even postage will not escape the knife.

A third of the earmarked savings are from the police, who are already looking for £500m of efficiencies, including cuts to overtime. The police's three-year pay deal has been guaranteed and as this accounts for 80% of police spending it will mean a higher squeeze on areas other than the pay bill. The £30m cut in the £700m National Police Improvement Agency budget comes as ministers consider it a target in the Whitehall quango cull.

The police service must rethink the provision of back-office functions in order to support frontline services when faced with the prospect of funding cuts, the House of Commons Home Affairs Committee has said.

Policing Service Strength, published by the committee in January 2010, said the police service needs more governmental support to allow it to maximise service levels and efficiency, including projects with the private sector and force mergers.

Provisional financial estimations from the Government have left many forces preparing to reduce officer numbers in the next financial year. The picture for 2011 is unclear, but most forces have said they anticipate making significant spending cuts.

The Association of Police Authorities (APA) estimates that forces may be able to manage a five per cent cut in overall

spending without reducing uniformed staff budgets; but a ten per cent cut would require forces to reduce budgets by £260 million, the equivalent of 5,800 officers.

The committee said it is pleased with the commitment the police service has shown to protecting frontline policing, but noted the limited efficiency savings that can be made through back-office support alone.

Almost 88 per cent of police budgets are spent on the workforce, which means ultimately, some cuts will have to be made to this area. The committee recommended that police forces pursue innovative means of service delivery so they are able to operate with a reduced workforce if necessary.

During the review, many forces said the distribution of the police national grant was one of the main barriers they face when trying to maximise resources. The committee found that just under half of the forces in England and Wales receive less than they are allocated under the funding formula. It has recommended that a full review of the way in which money is allocated to forces should be conducted.

The Government's cap on council tax for 2010/11 increases to five per cent, allowing forces to use their council tax precept to raise funds for service delivery improvements. But the committee has said police authorities should have the discretion to raise funds through council tax according to their needs, as long as stakeholders, such as local residents and local authorities, are consulted.

While mandatory collaboration has not yet been enforced, the committee's report highlights the substantial savings that mergers can provide. The Home Office has provided a voluntary merger exploration fund of £500,000 and the committee deemed this a "good first step", but added that it is a "drop in the ocean" compared to the costs that could arise.

A potential merger being considered between Bedfordshire and Hertfordshire has been estimated to cost the forces £20 million. Although a seemingly large initial cost, proposals have indicated the possibility of the merger saving more than £14 million a year once established.

The committee added that the private sector remains an untapped source of funding and learning. It recommended that the Home Office and National Policing Improvement Agency (NPIA) should take a proactive lead in determining appropriate forms of, and a consistent approach to, private sector involvement in police support services.

These are difficult times financially, but the Government and the various national police authorities must provide serious support for innovations such as collaboration, mergers and using the private sector and where necessary, invest properly in the measures that can bring long term efficiency savings. Forces also need more say in raising their own funding, they are after all providing a local service at local level and are best placed to determine where and what resources are needed.

The Police Federation said that while it believes change is vital, any changes must be the result of public consultation and must provide an improved, more effective service.

Chairman of the Federation, Paul McKeever, said: "Decisions to change the current 43 force structure or to bring in private sector support, must be a result of a wholesale review of policing in an environmental context and not a quick-fix solution for the sake of cost-cutting. Let's get reform the right way round with the rights and wants of the public at the heart of any decisions taken and proper consideration and consultation given on how we can get the effective solutions."

Association of Chief Police Officers (ACPO) lead on Workforce Development, Chief Constable Peter Fahy, said ACPO

agrees with the findings of the committee report and that “innovative and radical approaches will be needed”.

“As future public spending levels reduce, the police service knows that there will be hard choices and as almost 88 per cent of the police budget is spent on staffing this does mean that we have to ensure we are getting the best out of every single member of staff. It also means that in certain funding scenarios, reductions in the workforce are inevitable. We will do everything we can to ensure that we maintain our effort in those areas which are of most concern to the public and that we maintain our record of reducing crime and increasing public confidence,” Mr Fahy said.

Key facts

- There was a 4.8 per cent increase in police officers and a 15.5 per cent increase in police staff employed across the service between 2004 and 2009.
- 13 forces out of 43 reported an overall decrease in officer numbers between 2004 and 2009.
- Three forces reported a rise in officer numbers of over ten per cent.
- Ten forces reported an increase in staff numbers of over 25 per cent.
- In the last financial year, officer numbers rose by 2.9 per cent across the service and staff numbers by three per cent.
- 71 per cent of police budgets is spent on police salaries and 16 per cent on pensions, meaning that in total almost 88 per cent is spent on the workforce.
- Central funding to the police service increased by 19 per cent in real terms between 1997/98 and 2008/09.
- The police national grant is expected to increase by 2.7 per cent in 2010/11.

<http://www.policeprofessional.com/news.aspx?id=9804>



On 27th May 2010, Nich Herbert, the policing minister announced the force by force budget cuts in the written ministerial statements in Parliament. The Hansard extract can be viewed by [clicking here](#). Alternatively you can paste the link below into your internet browser.

<http://www.publications.parliament.uk/pa/cm201011/cmhansrd/cm100527/wmstext/100527m0001.htm#10052719000293>

Anyone can arrange to receive e mail alerts when an MP has made a speech at <http://www.theyworkforyou.com/>

[Nick Herbert \(Minister of State, Justice; Arundel and South Downs, Conservative\)](#)

“As part of the Government's plan to cut the budget deficit and get the economy moving again, I am today confirming my intention to require the police to make a fair share of the savings needed. I welcome the responsible and constructive way in which policing partners have already responded to the Chancellor's announcement of his plans to reduce the national budget deficit.

Total Home Office cuts will be £367 million and in order to minimise the impact on the police service the Home Office will cut a greater than proportionate share of its central budget by bearing down on overheads and reducing waste, including significant cuts to consultancy services, marketing costs and travel. However, the police need to contribute towards the overall reduction and I will therefore ask every police authority to make a fair share of savings.

As a result, I intend to reduce this year's core Government funding to the police by a total of £125 million. I intend to implement this by reducing the Home Office core police settlement and the capital grant. I will, in due course, formally lay before Parliament an amended police grant report for 2010-11 which will be subject to the usual debate and approval process.

Even after this reduction, Government funding to the police will still increase by £124 million this year to around £9.61 billion. Set out below are updated force allocations for the individual grants which I intend to revise. These have been calculated so that each force will face a cut equivalent to the same percentage of their core Government funding.

I am confident that savings of less than 1% of expected spending in 2010-11 by Police Authorities can be made while maintaining a frontline policing service. It is for chief constables to use their expertise and decide what makes most sense for their force, but I am quite clear that this saving can be achieved by driving out wasteful spending on support functions, reducing bureaucracy and increasing efficiency in key functions-leaving the frontline of policing strong and secure. I expect forces to be held to this by both police authorities and Her Majesty's inspectorate of constabulary.

For my part, I am clear that the police should be focused on police work, not paperwork. This is why I am committed to cutting the centrally imposed red tape and bureaucracy that slows police officers down and keeps them off the streets and away from protecting the public.

The Government have shown their commitment to the police service by undertaking to honour the third year of the current pay settlement for police officers. Our programme for Government has set out measures to ensure a sustainable frontline police service, including a full review of the remuneration and conditions of service for police officers and staff. We also commit in our programme for Government to establishing an independent commission to review the long-term affordability of public sector pensions, while protecting accrued rights. The Government are determined to ensure that we can provide affordable pensions to public servants into the future. The spending review reporting in the autumn of this year will set funding levels beyond 2010-11”.

Recommendations to avoid frontline cuts

Over the pages that follow, we explore the opportunities available to police authorities and Chief Officers to deliver their respective cuts from areas of wasteful spending where bureaucracy has excessively impaired rather than contributed to the effectiveness of modern policing.

The reports require little explanation as the numbers speak largely for themselves. Following the reports, we will include some summary observations.

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Police Authorities (Funding Allocations)

Proposed New Allocations of the Home Office Core Police Settlement by Force, Subject to Parliamentary Approval, and Revised Allocations of Capital Grant.

Police Authority	2010-11	2010-11	2010-11	2010-11	2010-11	2010-11	2010-11	2010-11	2010-11	2010-11	2010-11	Total Grant Cut as % of whole
	HO Police Grant as Agreed February 2010	Proposed Amended HO Police Grant	Capital Grant as Notified January 2010	Amended Capital Grant	Prior Agreed Total Grant	Revised Total Grant	HO Police Grant Cut	Capital Grant Cut	Total Grant Cut	Total Grant Cut		
	£m	£m	£m	£m	£m	£m	£m	£m	£m	£m	%	
English Shire Authorities												
Avon & Somerset	116.1	113.5	3.3	3	119.4	116.5	2.6	0.3	2.9	2,900,000	2.43%	
Bedfordshire	44.6	43.6	1.3	1.2	45.9	44.8	1	0.1	1.1	1,100,000	2.40%	
Cambridgeshire	52.9	51.7	1.6	1.5	54.5	53.2	1.2	0.1	1.3	1,300,000	2.39%	
Cheshire	69.9	68.2	2.2	2	72.1	70.2	1.7	0.2	1.9	1,900,000	2.64%	
Cleveland	51.6	50.3	1.6	1.5	53.2	51.8	1.3	0.1	1.4	1,400,000	2.63%	
Cumbria	35.1	34.1	1.1	1	36.2	35.1	1	0.1	1.1	1,100,000	3.04%	
Derbyshire	69.6	68	2	1.9	71.6	69.9	1.6	0.1	1.7	1,700,000	2.37%	
Devon & Cornwall	117	114.4	3.4	3.2	120.4	117.6	2.6	0.2	2.8	2,800,000	2.33%	
Dorset	43.5	42.6	1.3	1.2	44.8	43.8	0.9	0.1	1	1,000,000	2.23%	
Durham	47.8	46.5	1.6	1.4	49.4	47.9	1.3	0.2	1.5	1,500,000	3.04%	
Essex	117.5	114.9	3.2	3	120.7	117.9	2.6	0.2	2.8	2,800,000	2.32%	
Gloucestershire	37.8	36.9	1.2	1.1	39	38	0.9	0.1	1	1,000,000	2.56%	
Hampshire	130.7	127.8	3.9	3.6	134.6	131.4	2.9	0.3	3.2	3,200,000	2.38%	
Hertfordshire	81.3	79.5	2.3	2.1	83.6	81.6	1.8	0.2	2	2,000,000	2.39%	
Humberside	72.7	70.9	2.2	2	74.9	72.9	1.8	0.2	2	2,000,000	2.67%	
Kent	123.4	120.7	3.5	3.3	126.9	124	2.7	0.2	2.9	2,900,000	2.29%	
Lancashire	116.8	113.9	3.5	3.2	120.3	117.1	2.9	0.3	3.2	3,200,000	2.66%	
Leicestershire	70.5	68.8	2.1	2	72.6	70.8	1.7	0.1	1.8	1,800,000	2.48%	
Lincolnshire	44	43.1	1.2	1.1	45.2	44.2	0.9	0.1	1	1,000,000	2.21%	
Norfolk	55.6	54.3	1.7	1.6	57.3	55.9	1.3	0.1	1.4	1,400,000	2.44%	
North Yorkshire	49.1	48	1.5	1.4	50.6	49.4	1.1	0.1	1.2	1,200,000	2.37%	
Northamptonshire	47	45.9	1.4	1.3	48.4	47.2	1.1	0.1	1.2	1,200,000	2.48%	
Nottinghamshire	82.7	80.7	2.4	2.2	85.1	82.9	2	0.2	2.2	2,200,000	2.59%	
Staffordshire	73.2	71.5	2.1	2	75.3	73.5	1.7	0.1	1.8	1,800,000	2.39%	
Suffolk	45.5	44.5	1.4	1.3	46.9	45.8	1	0.1	1.1	1,100,000	2.35%	
Surrey	71.5	70.1	2.3	2.1	73.8	72.2	1.4	0.2	1.6	1,600,000	2.17%	
Sussex	107.6	105.2	3.1	2.9	110.7	108.1	2.4	0.2	2.6	2,600,000	2.35%	
Thames Valley	157	153.6	4.6	4.3	161.6	157.9	3.4	0.3	3.7	3,700,000	2.29%	
Warwickshire	35.1	34.4	1.5	1.5	36.6	35.9	0.7	0	0.7	700,000	1.91%	
West Mercia	74.7	73	2.3	2.1	77	75.1	1.7	0.2	1.9	1,900,000	2.47%	
Wiltshire	42.1	41.1	1.3	1.2	43.4	42.3	1	0.1	1.1	1,100,000	2.53%	
Shires Total	2,283.80	2,231.70	67.6	63.1	2351.4	2294.8	52.1	4.5	56.6	56,600,000	2.41%	
English Metropolitan Authorities												
Greater Manchester	253.2	246.8	7.4	6.9	260.6	253.7	6.4	0.5	6.9	6,900,000	2.65%	
Merseyside	142.2	138.4	4.2	3.9	146.4	142.3	3.8	0.3	4.1	4,100,000	2.80%	
Northumbria	117.4	113.9	4.1	3.8	121.5	117.7	3.5	0.3	3.8	3,800,000	3.13%	
South Yorkshire	110.2	107.4	3.3	3.1	113.5	110.5	2.8	0.2	3	3,000,000	2.64%	
West Midlands	277.4	270.5	7.9	7.3	285.3	277.8	6.9	0.6	7.5	7,500,000	2.63%	
West Yorkshire	194	189.2	5.6	5.2	199.6	194.4	4.8	0.4	5.2	5,200,000	2.61%	
Mets Total	1,094.40	1,066.10	32.6	30.1	1127	1096.2	28.3	2.5	30.8	30,800,000	2.73%	
London Authorities												
City of London	23.3	22.3	1.1	1	24.4	23.3	1	0.1	1.1	1,100,000	4.51%	
GLA - Police	1,169.50	1,141.50	38.4	36	1207.9	1177.5	28	2.4	30.4	30,400,000	2.52%	
English Total	4,571.00	4,461.60	139.8	130.3	4710.8	4591.9	109.4	9.5	118.9	118,900,000	2.52%	
Welsh Authorities												
Dyfed-Powys	35.2	34.4	1	0.9	36.2	35.3	0.8	0.1	0.9	900,000	2.49%	
Gwent	48.6	47.5	1.4	1.3	50	48.8	1.1	0.1	1.2	1,200,000	2.40%	
North Wales	48.5	47.4	1.5	1.4	50	48.8	1.1	0.1	1.2	1,200,000	2.40%	
South Wales	105.5	102.9	3	2.8	108.5	105.7	2.6	0.2	2.8	2,800,000	2.58%	
Welsh total	237.8	232.2	6.9	6.4	244.7	238.6	5.6	0.5	6.1	6,100,000	2.49%	
Total	4,808.80	4,693.80	146.7	136.7	4955.5	4830.5	115	10	125	125,000,000	2.52%	

Note: All allocations rounded to the nearest £0.1million.

<http://www.theyworkforyou.com/wms/?id=2010-05-27a.12WS.4>

Forces with cut % shown in red are higher than the group total

OFFICER COUNT BY RANK
HMIC STAFF COUNT BY RANK

£125m Police Cuts Where Could They Be Made?	HMIC Count of Force Area Population	ACPO	SMT RANKS	INSP/SGT /PC	TOTAL	HMIC Count of Police Officers March 2009	HMIC Count of Police Staff 31st March 2009	HMIC Count of PCSO 31st March 2009	HMIC Total Staffing Count
Avon & Somerset	1,591,900	6	85	3,266	3,357	3,359	2,206	381	5,946
Bedfordshire	602,500	4	35	1,205	1,244	1,244	812	122	2,178
Cambridgeshire	769,000	3	47	1,400	1,450	1,450	1,026	195	2,671
Cheshire	1,006,100	4	47	2,129	2,180	2,181	1,553	234	3,968
City Of London	316,500	3	34	777	814	813	297	48	1,158
Cleveland	562,100	4	36	1,716	1,756	1,759	723	198	2,680
Cumbria	496,600	3	35	1,249	1,287	1,284	836	107	2,227
Derbyshire	1,001,300	4	51	2,082	2,137	2,137	1,422	205	3,764
Devon & Cornwall	1,675,800	6	71	3,479	3,556	3,556	2,103	362	6,021
Dorset	710,500	4	46	1,462	1,512	1,512	1,035	155	2,702
Durham	609,000	3	32	1,554	1,589	1,589	935	171	2,695
Dyfed-Powys	509,900	3	32	1,163	1,198	1,197	661	82	1,940
Essex	1,712,300	5	73	3,407	3,485	3,484	2,169	445	6,098
Gloucestershire	582,600	4	38	1,331	1,373	1,372	708	161	2,241
Greater Manchester	2,573,500	6	172	8,055	8,233	8,232	4,068	782	13,082
Gwent	561,700	3	38	1,397	1,438	1,438	855	139	2,432
Hampshire	1,860,700	5	98	3,708	3,811	3,811	2,468	325	6,604
Hertfordshire	1,078,400	6	58	2,108	2,172	2,172	1,623	256	4,051
Humberside	912,000	4	61	2,046	2,111	2,110	1,562	321	3,993
Kent	1,660,100	5	102	3,692	3,799	3,799	2,620	389	6,808
Lancashire	1,451,600	5	83	3,666	3,754	3,753	1,982	437	6,172
Leicestershire	979,700	4	57	2,303	2,364	2,363	1,259	228	3,850
Lincolnshire	698,000	3	26	1,200	1,229	1,229	851	153	2,233
Merseyside	1,347,800	6	98	4,390	4,494	4,494	2,221	442	7,157
Metropolitan	7,611,900	39	723	32,556	33,318	32,610	14,417	4,594	51,621
Norfolk	850,800	4	47	1,618	1,669	1,668	1,117	277	3,062
North Wales	680,700	3	42	1,541	1,586	1,587	858	159	2,604
North Yorkshire	794,600	4	32	1,424	1,460	1,460	1,095	173	2,728
Northamptonshire	685,000	4	41	1,282	1,327	1,326	1,163	168	2,657
Northumbria	1,404,300	5	100	4,006	4,111	4,111	2,223	259	6,593
Nottinghamshire	1,068,900	4	61	2,342	2,407	2,408	1,598	243	4,249
South Wales	1,241,000	5	86	3,054	3,145	3,146	1,728	325	5,199
South Yorkshire	1,305,900	5	68	2,980	3,053	3,054	2,120	328	5,502
Staffordshire	1,069,000	4	54	2,153	2,211	2,211	1,373	237	3,821
Suffolk	715,700	3	43	1,244	1,290	1,290	904	160	2,354
Surrey	1,109,700	4	61	1,808	1,873	1,872	2,070	206	4,148
Sussex	1,548,000	5	82	3,109	3,196	3,196	2,096	399	5,691
Thames Valley	2,201,600	4	103	4,211	4,318	4,317	2,945	517	7,779
Warwickshire	530,700	4	31	959	994	991	688	143	1,822
West Mercia	1,191,800	5	66	2,401	2,472	2,471	1,722	272	4,465
West Midlands	2,619,500	7	138	8,492	8,637	8,637	3,570	812	13,019
West Yorkshire	2,200,500	5	138	5,710	5,853	5,854	3,483	761	10,098
Wiltshire	648,400	4	37	1,188	1,229	1,287	1,016	132	2,435
54,747,600	221	3,408	140,863	144,492	143,834	82,181	16,503	242,518	

BASIC SALARY COSTINGS

£125m Police Cuts Where Could They Be Made?	ACPO	SMT RANKS	INSP/SGT/PC	TOTAL COST £m
Avon & Somerset	676,599	4,914,210	96,870,225	102,461,034
Bedfordshire	443,247	2,059,383	35,528,070	38,030,700
Cambridgeshire	340,029	2,712,405	42,159,531	45,211,965
Cheshire	454,014	2,770,713	63,748,338	66,973,065
City Of London	389,532	1,984,776	23,560,023	25,934,331
Cleveland	443,247	2,064,330	50,389,749	52,897,326
Cumbria	336,195	2,058,609	36,793,389	39,188,193
Derbyshire	454,014	2,965,038	61,613,016	65,032,068
Devon & Cornwall	681,975	4,264,194	103,723,020	108,669,189
Dorset	443,247	2,660,889	43,696,806	46,800,942
Durham	340,029	1,904,448	46,062,243	48,306,720
Dyfed-Powys	336,195	1,869,618	34,688,688	36,894,501
Essex	573,381	4,296,018	100,048,731	104,918,130
Gloucestershire	439,413	2,236,635	39,482,664	42,158,712
Greater Manchester	725,475	9,933,387	236,481,474	247,140,336
Gwent	340,029	2,213,931	41,608,887	44,162,847
Hampshire	584,136	5,665,704	110,905,152	117,154,992
Hertfordshire	660,450	3,372,219	62,758,062	66,790,731
Humberside	454,014	3,549,858	60,876,117	64,879,989
Kent	578,757	5,871,768	108,924,105	115,374,630
Lancashire	578,757	4,776,348	109,270,893	114,625,998
Leicestershire	454,014	3,354,759	68,139,021	71,947,794
Lincolnshire	336,195	1,583,613	35,431,722	37,351,530
Merseyside	692,742	5,759,229	130,207,137	136,659,108
Metropolitan	4,836,504	41,453,274	976,918,623	1,023,208,401
Norfolk	448,629	2,805,543	48,104,346	51,358,518
North Wales	340,029	2,524,485	46,132,626	48,997,140
North Yorkshire	443,247	1,904,448	42,942,402	45,290,097
Northamptonshire	443,247	2,322,297	38,177,430	40,942,974
Northumbria	589,524	5,850,522	118,032,756	124,472,802
Nottinghamshire	459,393	3,607,779	70,106,298	74,173,470
South Wales	573,381	4,988,817	90,845,664	96,407,862
South Yorkshire	573,381	4,027,473	88,166,469	92,767,323
Staffordshire	454,014	3,108,234	64,247,631	67,809,879
Suffolk	340,029	2,482,863	37,278,855	40,101,747
Surrey	448,629	3,526,767	54,145,671	58,121,067
Sussex	573,381	4,724,445	93,014,571	98,312,397
Thames Valley	491,688	5,924,058	124,598,358	131,014,104
Warwickshire	439,413	1,795,398	28,306,791	30,541,602
West Mercia	557,232	3,899,802	71,633,439	76,090,473
West Midlands	828,693	8,330,193	248,095,938	257,254,824
West Yorkshire	606,921	8,098,509	168,165,477	176,870,907
Wiltshire	443,247	2,150,676	35,582,655	38,176,578
25,646,268	198,367,665	4,187,463,063	4,411,476,996	

Basic salaries based on 2009/10 rates excluding overtime, pension, bonuses perks etc. Multiplied by the number of officers within the respective ranks for each force.

HMIC STAFF COSTS BY RANK (INC OVERTIME)

£125m Police Cuts Where Could They Be Made?	HMIC Cost of Police Officers March 2009	HMIC Cost of Police Staff 31st March 2009	HMIC Cost of PCSO 31st March 2009	HMIC Total Staffing Cost	Total Grant Cut £m	Total Grant as % of Total HMIC Staffing Cost	Total Grant As % of National Total
Avon & Somerset	174,000,000	53,000,000	10,000,000	237,000,000	2,900,000	1.22%	2.32%
Bedfordshire	63,000,000	27,000,000	4,000,000	94,000,000	1,100,000	1.17%	0.88%
Cambridgeshire	71,000,000	30,000,000	6,000,000	107,000,000	1,300,000	1.21%	1.04%
Cheshire	110,000,000	45,000,000	6,000,000	161,000,000	1,900,000	1.18%	1.52%
City Of London	54,000,000	14,000,000	2,000,000	70,000,000	1,100,000	1.57%	0.88%
Cleveland	85,000,000	22,000,000	6,000,000	113,000,000	1,400,000	1.24%	1.12%
Cumbria	64,000,000	24,000,000	3,000,000	91,000,000	1,100,000	1.21%	0.88%
Derbyshire	107,000,000	42,000,000	5,000,000	154,000,000	1,700,000	1.10%	1.36%
Devon & Cornwall	177,000,000	64,000,000	10,000,000	251,000,000	2,800,000	1.12%	2.24%
Dorset	75,000,000	32,000,000	4,000,000	111,000,000	1,000,000	0.90%	0.80%
Durham	79,000,000	26,000,000	4,000,000	109,000,000	1,500,000	1.38%	1.20%
Dyfed-Powys	62,000,000	22,000,000	3,000,000	87,000,000	900,000	1.03%	0.72%
Essex	182,000,000	66,000,000	14,000,000	262,000,000	2,800,000	1.07%	2.24%
Gloucestershire	68,000,000	22,000,000	5,000,000	95,000,000	1,000,000	1.05%	0.80%
Greater Manchester	419,000,000	125,000,000	24,000,000	568,000,000	6,900,000	1.21%	5.52%
Gwent	77,000,000	29,000,000	4,000,000	110,000,000	1,200,000	1.09%	0.96%
Hampshire	197,000,000	79,000,000	10,000,000	286,000,000	3,200,000	1.12%	2.56%
Hertfordshire	108,000,000	54,000,000	8,000,000	170,000,000	2,000,000	1.18%	1.60%
Humberside	107,000,000	41,000,000	9,000,000	157,000,000	2,000,000	1.27%	1.60%
Kent	196,000,000	77,000,000	10,000,000	283,000,000	2,900,000	1.02%	2.32%
Lancashire	186,000,000	56,000,000	10,000,000	252,000,000	3,200,000	1.27%	2.56%
Leicestershire	120,000,000	37,000,000	6,000,000	163,000,000	1,800,000	1.10%	1.44%
Lincolnshire	61,000,000	27,000,000	4,000,000	92,000,000	1,000,000	1.09%	0.80%
Merseyside	233,000,000	68,000,000	13,000,000	314,000,000	4,100,000	1.31%	3.28%
Metropolitan	1,987,000,000	631,000,000	146,000,000	2,764,000,000	30,400,000	1.10%	24.32%
Norfolk	83,000,000	36,000,000	8,000,000	127,000,000	1,400,000	1.10%	1.12%
North Wales	82,000,000	30,000,000	4,000,000	116,000,000	1,200,000	1.03%	0.96%
North Yorkshire	78,000,000	40,000,000	6,000,000	124,000,000	1,200,000	0.97%	0.96%
Northamptonshire	66,000,000	34,000,000	5,000,000	105,000,000	1,200,000	1.14%	0.96%
Northumbria	212,000,000	61,000,000	12,000,000	285,000,000	3,800,000	1.33%	3.04%
Nottinghamshire	125,000,000	47,000,000	6,000,000	178,000,000	2,200,000	1.24%	1.76%
South Wales	163,000,000	59,000,000	9,000,000	231,000,000	2,800,000	1.21%	2.24%
South Yorkshire	161,000,000	62,000,000	10,000,000	233,000,000	3,000,000	1.29%	2.40%
Staffordshire	117,000,000	42,000,000	6,000,000	165,000,000	1,800,000	1.09%	1.44%
Suffolk	66,000,000	31,000,000	5,000,000	102,000,000	1,100,000	1.08%	0.88%
Surrey	100,000,000	74,000,000	6,000,000	180,000,000	1,600,000	0.89%	1.28%
Sussex	163,000,000	68,000,000	11,000,000	242,000,000	2,600,000	1.07%	2.08%
Thames Valley	205,000,000	111,000,000	14,000,000	330,000,000	3,700,000	1.12%	2.96%
Warwickshire	53,000,000	24,000,000	4,000,000	81,000,000	700,000	0.86%	0.56%
West Mercia	125,000,000	50,000,000	6,000,000	181,000,000	1,900,000	1.05%	1.52%
West Midlands	421,000,000	111,000,000	21,000,000	553,000,000	7,500,000	1.36%	6.00%
West Yorkshire	287,000,000	107,000,000	22,000,000	416,000,000	5,200,000	1.25%	4.16%
Wiltshire	61,000,000	31,000,000	3,000,000	95,000,000	1,100,000	1.16%	0.88%
	7,630,000,000	2,731,000,000	484,000,000	10,845,000,000	125,000,000	1.15%	100.00%

HMIC Costs shown include overtime, pensions, bonuses etc.

- Avg Officer cost £53,057
- Avg staff cost £33,232
- Avg PCSO cost £29,328
- Avg cost per headcount £44,718

POLICE STAFF OVERTIME & NON STAFF COSTS

£125m Police Cuts Where Could They Be Made?	Police Staff Overtime	Total Non Staffing Costs	Total Costs Inc Staff
Avon & Somerset	600,000	60,000,000	288,000,000
Bedfordshire	300,000	21,000,000	114,000,000
Cambridgeshire	200,000	30,000,000	136,000,000
Cheshire	400,000	39,000,000	201,000,000
City Of London	200,000	29,000,000	99,000,000
Cleveland	200,000	32,000,000	144,000,000
Cumbria	200,000	35,000,000	127,000,000
Derbyshire	500,000	33,000,000	187,000,000
Devon & Cornwall	1,200,000	63,000,000	314,000,000
Dorset	300,000	25,000,000	136,000,000
Durham	300,000	25,000,000	134,000,000
Dyfed-Powys	200,000	20,000,000	107,000,000
Essex	700,000	43,000,000	305,000,000
Gloucestershire	300,000	26,000,000	121,000,000
Greater Manchester	100,000	112,000,000	681,000,000
Gwent	1,600,000	27,000,000	137,000,000
Hampshire	1,600,000	56,000,000	341,000,000
Hertfordshire	700,000	38,000,000	208,000,000
Humberside	1,100,000	38,000,000	196,000,000
Kent	1,500,000	56,000,000	340,000,000
Lancashire	700,000	55,000,000	307,000,000
Leicestershire	400,000	34,000,000	197,000,000
Lincolnshire	400,000	28,000,000	120,000,000
Merseyside	1,400,000	61,000,000	375,000,000
Metropolitan	33,700,000	798,000,000	3,562,000,000
Norfolk	300,000	40,000,000	167,000,000
North Wales	400,000	42,000,000	159,000,000
North Yorkshire	600,000	28,000,000	151,000,000
Northamptonshire	400,000	25,000,000	130,000,000
Northumbria	1,000,000	56,000,000	341,000,000
Nottinghamshire	600,000	37,000,000	215,000,000
South Wales	500,000	60,000,000	291,000,000
South Yorkshire	1,400,000	50,000,000	283,000,000
Staffordshire	400,000	37,000,000	203,000,000
Suffolk	300,000	21,000,000	123,000,000
Surrey	1,400,000	44,000,000	224,000,000
Sussex	700,000	70,000,000	312,000,000
Thames Valley	1,600,000	90,000,000	420,000,000
Warwickshire	200,000	28,000,000	110,000,000
West Mercia	400,000	41,000,000	222,000,000
West Midlands	1,500,000	111,000,000	664,000,000
West Yorkshire	2,400,000	95,000,000	511,000,000
Wiltshire	300,000	23,000,000	118,000,000
	63,200,000	2,682,000,000	13,521,000,000

OPTION 1 : REDUCE PCSO STRENGTH BY 25.83% ACROSS ALL FORCES

£125m Police Cuts Where Could They Be Made?	HMIC Count of PCSO 31st March 2009	HMIC Cost of PCSO 31st March 2009	REDUCE PCSO NUMBERS BY 25.83%	REVISED PCSO STRENGTH AFTER CUTS	REVISED PCSO COST AFTER CUTS	SAVING BY FORCE AS A RESULT OF CUTS
Avon & Somerset	381	10,000,000	98	283	7,417,000	2,583,000
Bedfordshire	122	4,000,000	32	90	2,966,800	1,033,200
Cambridgeshire	195	6,000,000	50	145	4,450,200	1,549,800
Cheshire	234	6,000,000	60	174	4,450,200	1,549,800
City Of London	48	2,000,000	12	36	1,483,400	516,600
Cleveland	198	6,000,000	51	147	4,450,200	1,549,800
Cumbria	107	3,000,000	28	79	2,225,100	774,900
Derbyshire	205	5,000,000	53	152	3,708,500	1,291,500
Devon & Cornwall	362	10,000,000	94	268	7,417,000	2,583,000
Dorset	155	4,000,000	40	115	2,966,800	1,033,200
Durham	171	4,000,000	44	127	2,966,800	1,033,200
Dyfed-Powys	82	3,000,000	21	61	2,225,100	774,900
Essex	445	14,000,000	115	330	10,383,800	3,616,200
Gloucestershire	161	5,000,000	42	119	3,708,500	1,291,500
Greater Manchester	782	24,000,000	202	580	17,800,800	6,199,200
Gwent	139	4,000,000	36	103	2,966,800	1,033,200
Hampshire	325	10,000,000	84	241	7,417,000	2,583,000
Hertfordshire	256	8,000,000	66	190	5,933,600	2,066,400
Humberside	321	9,000,000	83	238	6,675,300	2,324,700
Kent	389	10,000,000	100	289	7,417,000	2,583,000
Lancashire	437	10,000,000	113	324	7,417,000	2,583,000
Leicestershire	228	6,000,000	59	169	4,450,200	1,549,800
Lincolnshire	153	4,000,000	40	113	2,966,800	1,033,200
Merseyside	442	13,000,000	114	328	9,642,100	3,357,900
Metropolitan	4,594	146,000,000	1,187	3,407	108,288,200	37,711,800
Norfolk	277	8,000,000	72	205	5,933,600	2,066,400
North Wales	159	4,000,000	41	118	2,966,800	1,033,200
North Yorkshire	173	6,000,000	45	128	4,450,200	1,549,800
Northamptonshire	168	5,000,000	43	125	3,708,500	1,291,500
Northumbria	259	12,000,000	67	192	8,900,400	3,099,600
Nottinghamshire	243	6,000,000	63	180	4,450,200	1,549,800
South Wales	325	9,000,000	84	241	6,675,300	2,324,700
South Yorkshire	328	10,000,000	85	243	7,417,000	2,583,000
Staffordshire	237	6,000,000	61	176	4,450,200	1,549,800
Suffolk	160	5,000,000	41	119	3,708,500	1,291,500
Surrey	206	6,000,000	53	153	4,450,200	1,549,800
Sussex	399	11,000,000	103	296	8,158,700	2,841,300
Thames Valley	517	14,000,000	134	383	10,383,800	3,616,200
Warwickshire	143	4,000,000	37	106	2,966,800	1,033,200
West Mercia	272	6,000,000	70	202	4,450,200	1,549,800
West Midlands	812	21,000,000	210	602	15,575,700	5,424,300
West Yorkshire	761	22,000,000	197	564	16,317,400	5,682,600
Wiltshire	132	3,000,000	34	98	2,225,100	774,900
	16,503	484,000,000	4,263	12,240	358,982,800	125,017,200

Option 1 : £125million could be cut by reducing the PCSO numbers by 4,263 (25.83%) to 12,240 broken down by force area as shown above.

OPTION 2 : REDUCE POLICE STAFF BY 4.58% ACROSS ALL FORCES

£125m Police Cuts Where Could They Be Made?	HMIC Count of Police Staff 31st March 2009	HMIC Cost of Police Staff 31st March 2009	REDUCE POLICE STAFF NUMBERS BY 4.58%	REVISED POLICE STAFF STRENGTH AFTER CUTS	REVISED POLICE STAFF COST AFTER CUTS	SAVING BY FORCE AS A RESULT OF CUTS
Avon & Somerset	2,206	53,000,000	101	2,105	50,572,600	2,427,400
Bedfordshire	812	27,000,000	37	775	25,763,400	1,236,600
Cambridgeshire	1,026	30,000,000	47	979	28,626,000	1,374,000
Cheshire	1,553	45,000,000	71	1,482	42,939,000	2,061,000
City Of London	297	14,000,000	14	283	13,358,800	641,200
Cleveland	723	22,000,000	33	690	20,992,400	1,007,600
Cumbria	836	24,000,000	38	798	22,900,800	1,099,200
Derbyshire	1,422	42,000,000	65	1,357	40,076,400	1,923,600
Devon & Cornwall	2,103	64,000,000	96	2,007	61,068,800	2,931,200
Dorset	1,035	32,000,000	47	988	30,534,400	1,465,600
Durham	935	26,000,000	43	892	24,809,200	1,190,800
Dyfed-Powys	661	22,000,000	30	631	20,992,400	1,007,600
Essex	2,169	66,000,000	99	2,070	62,977,200	3,022,800
Gloucestershire	708	22,000,000	32	676	20,992,400	1,007,600
Greater Manchester	4,068	125,000,000	186	3,882	119,275,000	5,725,000
Gwent	855	29,000,000	39	816	27,671,800	1,328,200
Hampshire	2,468	79,000,000	113	2,355	75,381,800	3,618,200
Hertfordshire	1,623	54,000,000	74	1,549	51,526,800	2,473,200
Humberside	1,562	41,000,000	72	1,490	39,122,200	1,877,800
Kent	2,620	77,000,000	120	2,500	73,473,400	3,526,600
Lancashire	1,982	56,000,000	91	1,891	53,435,200	2,564,800
Leicestershire	1,259	37,000,000	58	1,201	35,305,400	1,694,600
Lincolnshire	851	27,000,000	39	812	25,763,400	1,236,600
Merseyside	2,221	68,000,000	102	2,119	64,885,600	3,114,400
Metropolitan	14,417	631,000,000	660	13,757	602,100,200	28,899,800
Norfolk	1,117	36,000,000	51	1,066	34,351,200	1,648,800
North Wales	858	30,000,000	39	819	28,626,000	1,374,000
North Yorkshire	1,095	40,000,000	50	1,045	38,168,000	1,832,000
Northamptonshire	1,163	34,000,000	53	1,110	32,442,800	1,557,200
Northumbria	2,223	61,000,000	102	2,121	58,206,200	2,793,800
Nottinghamshire	1,598	47,000,000	73	1,525	44,847,400	2,152,600
South Wales	1,728	59,000,000	79	1,649	56,297,800	2,702,200
South Yorkshire	2,120	62,000,000	97	2,023	59,160,400	2,839,600
Staffordshire	1,373	42,000,000	63	1,310	40,076,400	1,923,600
Suffolk	904	31,000,000	41	863	29,580,200	1,419,800
Surrey	2,070	74,000,000	95	1,975	70,610,800	3,389,200
Sussex	2,096	68,000,000	96	2,000	64,885,600	3,114,400
Thames Valley	2,945	111,000,000	135	2,810	105,916,200	5,083,800
Warwickshire	688	24,000,000	32	656	22,900,800	1,099,200
West Mercia	1,722	50,000,000	79	1,643	47,710,000	2,290,000
West Midlands	3,570	111,000,000	164	3,406	105,916,200	5,083,800
West Yorkshire	3,483	107,000,000	160	3,323	102,099,400	4,900,600
Wiltshire	1,016	31,000,000	47	969	29,580,200	1,419,800
	82,181	2,731,000,000	3,764	78,417	2,605,920,200	125,079,800

Option 2 : £125million could be cut by reducing the police staff numbers by 3,764 (4.58%) to 78,417 broken down by force area as shown above.

OPTION 3 : REDUCE NON STAFF COSTS BY 4.66% ACROSS ALL FORCES

**£125m Police Cuts
Where Could They Be Made?**

	Total Non Staffing Costs	REVISED NON STAFF COSTS AFTER CUTS	REDUCE NON STAFF COSTS BY 4.66%
Avon & Somerset	60,000,000	57,203,400	2,796,600
Bedfordshire	21,000,000	20,021,190	978,810
Cambridgeshire	30,000,000	28,601,700	1,398,300
Cheshire	39,000,000	37,182,210	1,817,790
City Of London	29,000,000	27,648,310	1,351,690
Cleveland	32,000,000	30,508,480	1,491,520
Cumbria	35,000,000	33,368,650	1,631,350
Derbyshire	33,000,000	31,461,870	1,538,130
Devon & Cornwall	63,000,000	60,063,570	2,936,430
Dorset	25,000,000	23,834,750	1,165,250
Durham	25,000,000	23,834,750	1,165,250
Dyfed-Powys	20,000,000	19,067,800	932,200
Essex	43,000,000	40,995,770	2,004,230
Gloucestershire	26,000,000	24,788,140	1,211,860
Greater Manchester	112,000,000	106,779,680	5,220,320
Gwent	27,000,000	25,741,530	1,258,470
Hampshire	56,000,000	53,389,840	2,610,160
Hertfordshire	38,000,000	36,228,820	1,771,180
Humberside	38,000,000	36,228,820	1,771,180
Kent	56,000,000	53,389,840	2,610,160
Lancashire	55,000,000	52,436,450	2,563,550
Leicestershire	34,000,000	32,415,260	1,584,740
Lincolnshire	28,000,000	26,694,920	1,305,080
Merseyside	61,000,000	58,156,790	2,843,210
Metropolitan	798,000,000	760,805,220	37,194,780
Norfolk	40,000,000	38,135,600	1,864,400
North Wales	42,000,000	40,042,380	1,957,620
North Yorkshire	28,000,000	26,694,920	1,305,080
Northamptonshire	25,000,000	23,834,750	1,165,250
Northumbria	56,000,000	53,389,840	2,610,160
Nottinghamshire	37,000,000	35,275,430	1,724,570
South Wales	60,000,000	57,203,400	2,796,600
South Yorkshire	50,000,000	47,669,500	2,330,500
Staffordshire	37,000,000	35,275,430	1,724,570
Suffolk	21,000,000	20,021,190	978,810
Surrey	44,000,000	41,949,160	2,050,840
Sussex	70,000,000	66,737,300	3,262,700
Thames Valley	90,000,000	85,805,100	4,194,900
Warwickshire	28,000,000	26,694,920	1,305,080
West Mercia	41,000,000	39,088,990	1,911,010
West Midlands	111,000,000	105,826,290	5,173,710
West Yorkshire	95,000,000	90,572,050	4,427,950
Wiltshire	23,000,000	21,927,970	1,072,030
	2,682,000,000	2,556,991,980	125,008,020

Option 3 : £125million could be cut by reducing the non staff costs by 4.58% broken down by force area as shown above. Centralised, collective or regional purchasing would achieve this.

OPTION 4 : SHARED CUTS ACROSS NON STAFF, PCSO & NON POLICE STAFF COSTS

£125m Police Cuts Where Could They Be Made?	Total Non Staffing Costs	REDUCE NON STAFF COSTS BY 1.75%%	SAVING BY FORCE AFTER CUTS	HMIC Count of PCSO	HMIC Cost of PCSO	REDUCE PCSO BY 9.68%%	REVISED PCSO STRENGTH	REVISED PCSO COST AFTER CUTS	SAVING BY FORCE AS A RESULT OF CUTS	HMIC Count of Police Staff	HMIC Cost of Police Staff	REDUCE POLICE STAFF BY 1.14%%	REVISED POLICE STAFF STRENGTH	REVISED POLICE STAFF COST AFTER CUTS	SAVING BY FORCE AS A RESULT OF CUTS	TOTAL FORCE SAVINGS APPLYING SHARED COST OPTION	Total Grant Cut £m	VARIANCE TO PROPOSED GRANT CUT
Avon & Somerset	60,000,000	58,950,000	1,050,000	381	10,000,000	37	344	9,032,000	968,000	2,206	53,000,000	25	2,181	52,395,800	604,200	2,622,200	2,900,000	-277,800
Bedfordshire	21,000,000	20,632,500	367,500	122	4,000,000	12	110	3,612,800	387,200	812	27,000,000	9	803	26,692,200	307,800	1,062,500	1,100,000	-37,500
Cambridgeshire	30,000,000	29,475,000	525,000	195	6,000,000	19	176	5,419,200	580,800	1,026	30,000,000	12	1,014	29,658,000	342,000	1,447,800	1,300,000	147,800
Cheshire	39,000,000	38,317,500	682,500	234	6,000,000	23	211	5,419,200	580,800	1,553	45,000,000	18	1,535	44,487,000	513,000	1,776,300	1,900,000	-123,700
City Of London	29,000,000	28,492,500	507,500	48	2,000,000	5	43	1,806,400	193,600	297	14,000,000	3	294	13,840,400	159,600	860,700	1,100,000	-239,300
Cleveland	32,000,000	31,440,000	560,000	198	6,000,000	19	179	5,419,200	580,800	723	22,000,000	8	715	21,749,200	250,800	1,391,600	1,400,000	-8,400
Cumbria	35,000,000	34,387,500	612,500	107	3,000,000	10	97	2,709,600	290,400	836	24,000,000	10	826	23,726,400	273,600	1,176,500	1,100,000	76,500
Derbyshire	33,000,000	32,422,500	577,500	205	5,000,000	20	185	4,516,000	484,000	1,422	42,000,000	16	1,406	41,521,200	478,800	1,540,300	1,700,000	-159,700
Devon & Cornwall	63,000,000	61,897,500	1,102,500	362	10,000,000	35	327	9,032,000	968,000	2,103	64,000,000	24	2,079	63,270,400	729,600	2,800,100	2,800,000	100
Dorset	25,000,000	24,562,500	437,500	155	4,000,000	15	140	3,612,800	387,200	1,035	32,000,000	12	1,023	31,635,200	364,800	1,189,500	1,000,000	189,500
Durham	25,000,000	24,562,500	437,500	171	4,000,000	17	154	3,612,800	387,200	935	26,000,000	11	924	25,703,600	296,400	1,121,100	1,500,000	-378,900
Dyfed-Powys	20,000,000	19,650,000	350,000	82	3,000,000	8	74	2,709,600	290,400	661	22,000,000	8	653	21,749,200	250,800	891,200	900,000	-8,800
Essex	43,000,000	42,247,500	752,500	445	14,000,000	43	402	12,644,800	1,355,200	2,169	66,000,000	25	2,144	65,247,600	752,400	2,860,100	2,800,000	60,100
Gloucestershire	26,000,000	25,545,000	455,000	161	5,000,000	16	145	4,516,000	484,000	708	22,000,000	8	700	21,749,200	250,800	1,189,800	1,000,000	189,800
Greater Manchester	112,000,000	110,040,000	1,960,000	782	24,000,000	76	706	21,676,800	2,323,200	4,068	125,000,000	46	4,022	123,575,000	1,425,000	5,708,200	6,900,000	-1,191,800
Gwent	27,000,000	26,527,500	472,500	139	4,000,000	13	126	3,612,800	387,200	855	29,000,000	10	845	28,669,400	330,600	1,190,300	1,200,000	-9,700
Hampshire	56,000,000	55,020,000	980,000	325	10,000,000	31	294	9,032,000	968,000	2,468	79,000,000	28	2,440	78,099,400	900,600	2,848,600	3,200,000	-351,400
Hertfordshire	38,000,000	37,335,000	665,000	256	8,000,000	25	231	7,225,600	774,400	1,623	54,000,000	19	1,604	53,384,400	615,600	2,055,000	2,000,000	55,000
Humberside	38,000,000	37,335,000	665,000	321	9,000,000	31	290	8,128,800	871,200	1,562	41,000,000	18	1,544	40,532,600	467,400	2,003,600	2,000,000	3,600
Kent	56,000,000	55,020,000	980,000	389	10,000,000	38	351	9,032,000	968,000	2,620	77,000,000	30	2,590	76,122,200	877,800	2,825,800	2,900,000	-74,200
Lancashire	55,000,000	54,037,500	962,500	437	10,000,000	42	395	9,032,000	968,000	1,982	56,000,000	23	1,959	55,361,600	638,400	2,568,900	3,200,000	-631,100
Leicestershire	34,000,000	33,405,000	595,000	228	6,000,000	22	206	5,419,200	580,800	1,259	37,000,000	14	1,245	36,578,200	421,800	1,597,600	1,800,000	-202,400
Lincolnshire	28,000,000	27,510,000	490,000	153	4,000,000	15	138	3,612,800	387,200	851	27,000,000	10	841	26,692,200	307,800	1,185,000	1,000,000	185,000
Merseyside	61,000,000	59,932,500	1,067,500	442	13,000,000	43	399	11,741,600	1,258,400	2,221	68,000,000	25	2,196	67,224,800	775,200	3,101,100	4,100,000	-998,900
Metropolitan	798,000,000	784,035,000	13,965,000	4,594	146,000,000	445	4,149	131,867,200	14,132,800	14,417	631,000,000	164	14,253	623,806,600	7,193,400	35,291,200	30,400,000	4,891,200
Norfolk	40,000,000	39,300,000	700,000	277	8,000,000	27	250	7,225,600	774,400	1,117	36,000,000	13	1,104	35,589,600	410,400	1,884,800	1,400,000	484,800
North Wales	42,000,000	41,265,000	735,000	159	4,000,000	15	144	3,612,800	387,200	858	30,000,000	10	848	29,658,000	342,000	1,464,200	1,200,000	264,200
North Yorkshire	28,000,000	27,510,000	490,000	173	6,000,000	17	156	5,419,200	580,800	1,095	40,000,000	12	1,083	39,544,000	456,000	1,526,800	1,200,000	326,800
Northamptonshire	25,000,000	24,562,500	437,500	168	5,000,000	16	152	4,516,000	484,000	1,163	34,000,000	13	1,150	33,612,400	387,600	1,309,100	1,200,000	109,100
Northumbria	56,000,000	55,020,000	980,000	259	12,000,000	25	234	10,838,400	1,161,600	2,223	61,000,000	25	2,198	60,304,600	695,400	2,837,000	3,800,000	-963,000
Nottinghamshire	37,000,000	36,352,500	647,500	243	6,000,000	24	219	5,419,200	580,800	1,598	47,000,000	18	1,580	46,464,200	535,800	1,764,100	2,200,000	-435,900
South Wales	60,000,000	58,950,000	1,050,000	325	9,000,000	31	294	8,128,800	871,200	1,728	59,000,000	20	1,708	58,327,400	672,600	2,593,800	2,800,000	-206,200
South Yorkshire	50,000,000	49,125,000	875,000	328	10,000,000	32	296	9,032,000	968,000	2,120	62,000,000	24	2,096	61,293,200	706,800	2,549,800	3,000,000	-450,200
Staffordshire	37,000,000	36,352,500	647,500	237	6,000,000	23	214	5,419,200	580,800	1,373	42,000,000	16	1,357	41,521,200	478,800	1,707,100	1,800,000	-92,900
Suffolk	21,000,000	20,632,500	367,500	160	5,000,000	15	145	4,516,000	484,000	904	31,000,000	10	894	30,646,600	353,400	1,204,900	1,100,000	104,900
Surrey	44,000,000	43,230,000	770,000	206	6,000,000	20	186	5,419,200	580,800	2,070	74,000,000	24	2,046	73,156,400	843,600	2,194,400	1,600,000	594,400
Sussex	70,000,000	68,775,000	1,225,000	399	11,000,000	39	360	9,935,200	1,064,800	2,096	68,000,000	24	2,072	67,224,800	775,200	3,065,000	2,600,000	465,000
Thames Valley	90,000,000	88,425,000	1,575,000	517	14,000,000	50	467	12,644,800	1,355,200	2,945	111,000,000	34	2,911	109,734,600	1,265,400	4,195,600	3,700,000	495,600
Warwickshire	28,000,000	27,510,000	490,000	143	4,000,000	14	129	3,612,800	387,200	688	24,000,000	8	680	23,726,400	273,600	1,150,800	700,000	450,800
West Mercia	41,000,000	40,282,500	717,500	272	6,000,000	26	246	5,419,200	580,800	1,722	50,000,000	20	1,702	49,430,000	570,000	1,868,300	1,900,000	-31,700
West Midlands	111,000,000	109,057,500	1,942,500	812	21,000,000	79	733	18,967,200	2,032,800	3,570	111,000,000	41	3,529	109,734,600	1,265,400	5,240,700	7,500,000	-2,259,300
West Yorkshire	95,000,000	93,337,500	1,662,500	761	22,000,000	74	687	19,870,400	2,129,600	3,483	107,000,000	40	3,443	105,780,200	1,219,800	5,011,900	5,200,000	-188,100
Wiltshire	23,000,000	22,597,500	402,500	132	3,000,000	13	119	2,709,600	290,400	1,016	31,000,000	12	1,004	30,646,600	353,400	1,046,300	1,100,000	-53,700
TOTAL	2,682,000,000	2,635,065,000	46,935,000	16,503	484,000,000	1,597	14,906	437,148,800	46,851,200	82,181	2,731,000,000	937	81,244	2,699,866,600	31,133,400	124,919,600	125,000,000	-80,400

Option 4 : By sharing the cuts across the non staff costs, PCSO and police staff numbers £125million could be cut, thereby spreading the impact across three sectors of policing. down by force area as shown in the illustration on the previous page.

For this example, we reduced the areas as follows:-

- Non staff costs reduced by 1.75% saving £46,935,000
- PCSO numbers reduced by 9.68% saving £46,851,000
- Police staffing reduced by 1.14% saving £31,133,400
 - Total saving by shared cuts £124,919,600

POLICE STAFF & PCSO's

The service has witnessed a dramatic increase in police staff numbers over recent years, with no measurable positive impact on policing. The Labour government seemed intent on continuing its social experiment replacing police officers with unsworn police staff with limited powers and responsibility; and all at the expense of the police constable.

We would question whether this experiment is in actual fact a cheaper alternative; Chief Officers busy juggling budgets have identified a series of policing tasks that, at first sight, require less skills and powers. PCSOs are one such example, being a support, additional eyes and ears - purely a visible presence on the streets. But they failed to think this experiment through. The result has been confusion amongst the public who see a police uniform and have certain expectations of the individual, expectations that cannot be met by unsworn officers. The introduction of supervisor PCSOs merely exacerbates the problem.

The service can no longer afford the luxury of a growing number of non-sworn police staff at the expense of sworn police officer numbers. The danger of further eroding police officer numbers is that the resilience to tackle increasing criminal activity as well as the unknown threat of terrorism, floods and more specialised activities will be further damaged as non-sworn staff can only perform limited functions. They cannot be deployed anywhere in a force area as a multi-skilled police officer can.

A sample survey of Police Federation branch boards indicates that most forces are reducing police officer numbers and increasing police support staff numbers. The Comprehensive Spending Review and predicted budget cuts are likely to further exacerbate this problem.

POLICE SERVICE STAFFING

Let US examine the trends in the composition and numbers of staff in the police service in England and Wales during the period 1998 to 2009. We will consider police officers as well as civilian staff, PCSOs and other designated officers, traffic wardens and special constables (though special constables are accounted for separately, following official measures). All of these make up what is referred to as the total 'police service strength'.

The figures in this section are based on Home Office statistical recording, which takes a 'snapshot' of force numbers as of 31 March in every year. However, because of various recording during the period 1998 to 2009, comparisons across this period are subject to provisos.

To allow comparisons with figures prior to March 2003, figures provided are calculated on the old or 'comparable' basis and *exclude* those on career breaks and maternity/paternity leave. To enable comparisons, we have also used full-time equivalent (FTE) figures: for this reason we have not included special constables in trend figures, as their numbers are given as headcount in official statistics.

Recording changes

New ways to count staff numbers were introduced in police service strength calculations from March 2003, with the intention of clarifying 'the number of staff available for duty',¹⁶ including:

- A 'staff available for duty' measure was added that excludes those on long-term leave of absence.
- Officers on career breaks or maternity/paternity leave were added to the total police officer strength figures.

Also, from March 2007:

- Secondments to the National Criminal Intelligence Squad and National Crime Squad no longer appear on official records, following the launch of the Serious Organised Crime Agency (SOCA) in April 2006. This means that, from 31 March 2007, official figures only show secondments to central services.

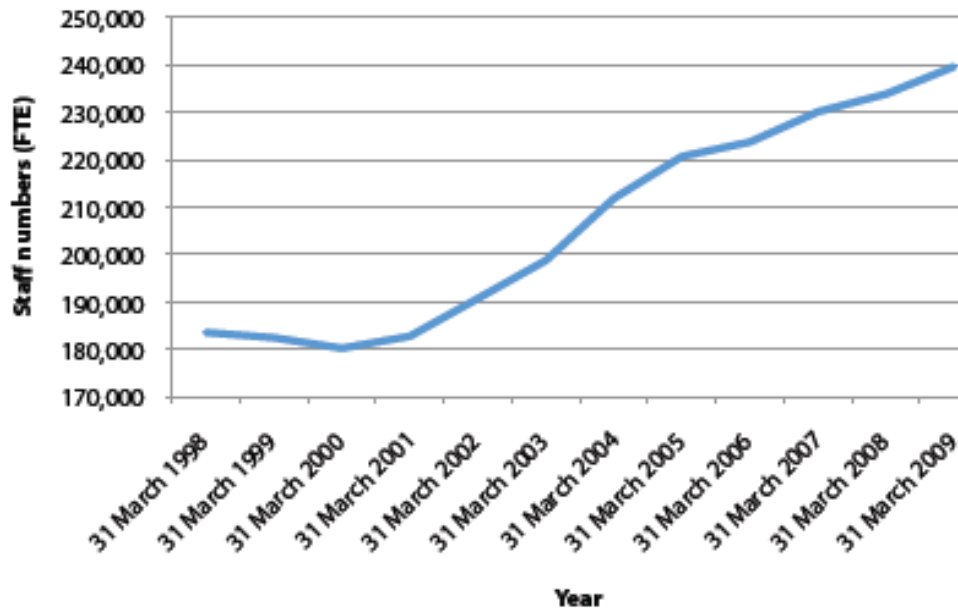
Secondments from one police force to another and central services secondments (for example, NPIA), as well as the changes to secondments from March 2007 are included in this section.

POLICE SERVICE STRENGTH, 1998 TO 2009

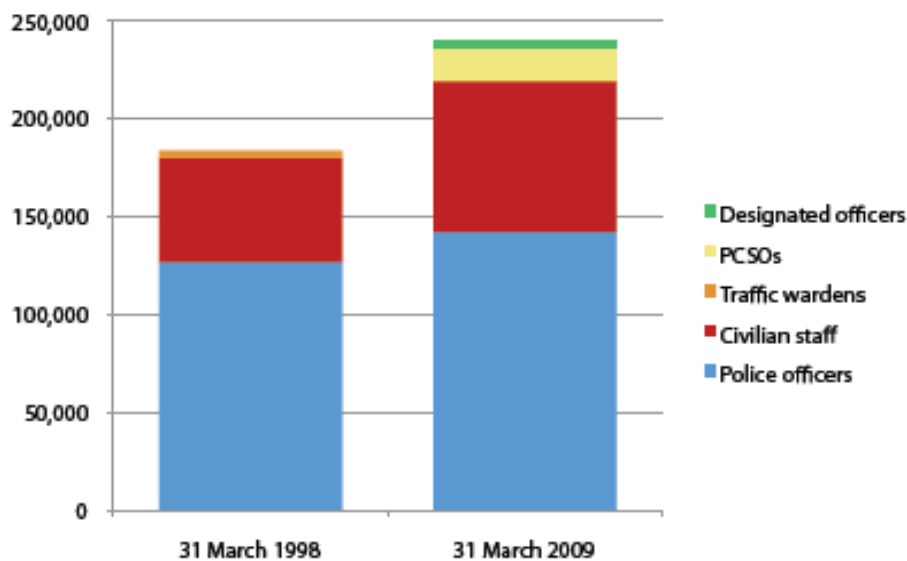
Total police service strength (including police officers, civilians, PCSOs, traffic wardens and designated officers, but excluding special constables) increased from 183,577 at 31 March 1998 to 239,607 at 31 March 2009, an increase of 56,030 FTE staff.

Although numbers in fact declined between 1999 and 2001, a steady (and at times steep) increase began from 2002, with numbers reaching record highs each year since.

Total Police Service Strength (including police officers) civilians, traffic wardens and designated officers, but excluding special constables, 1998 to 2009.



The figure below provides a visual comparison in police service strength (by staff type) between the two snapshot years at the beginning and end of the period we are considering.



- Police officers constituted 59.3 per cent of the total police service strength (excluding special constables) in 2009 (143,770 FTE police officers; 142,151 using comparable figures, which includes secondments and excludes those on career breaks and maternity/paternity leave);
- Civilian staff 32.4 per cent;
- PCSOs 6.8 per cent;
- Designated officers 1.3 per cent;
- Traffic wardens 0.2 per cent

In 1998 police officers constituted 69 per cent of the total police service strength (excluding special constables), civilian staff comprised 29 per cent and traffic wardens 2 per cent.

Eleven years on, police service composition is therefore more complex. **Numbers of civilian staff have increased more than police officers.** Designated officers appeared on the horizon midway during the period under consideration and, of these, numbers of PCSOs have rapidly risen since their introduction. Meanwhile, traffic warden numbers have dramatically decreased.

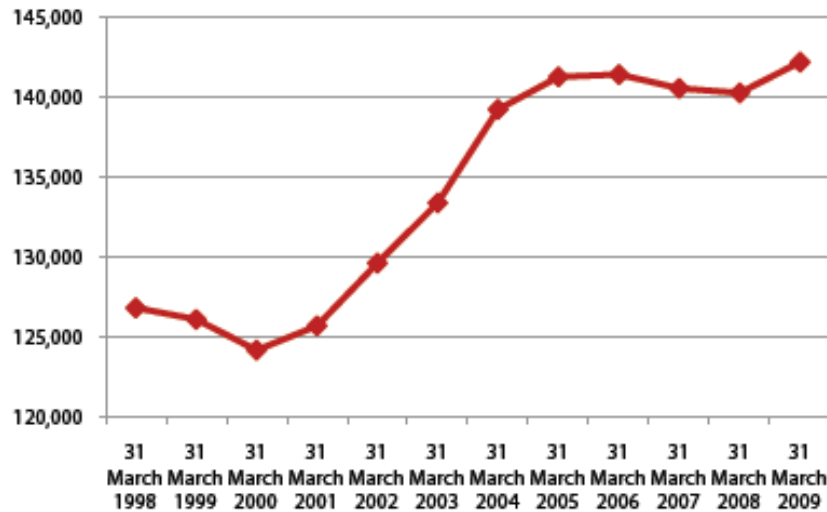
The following sections look at trends in police officer and ‘other staff’ numbers in more detail.

POLICE OFFICERS

There were 142,151 FTE police officers in the 43 forces of England and Wales as at 31 March 2009. This compares to 126,814 FTE police officers as at 31 March 1998, a difference of 15,337 officers and a 12 per cent increase over the 11-year span.

This growth reflects the Labour government’s commitment to increase strength through the CFF, which was established to boost officer recruitment.

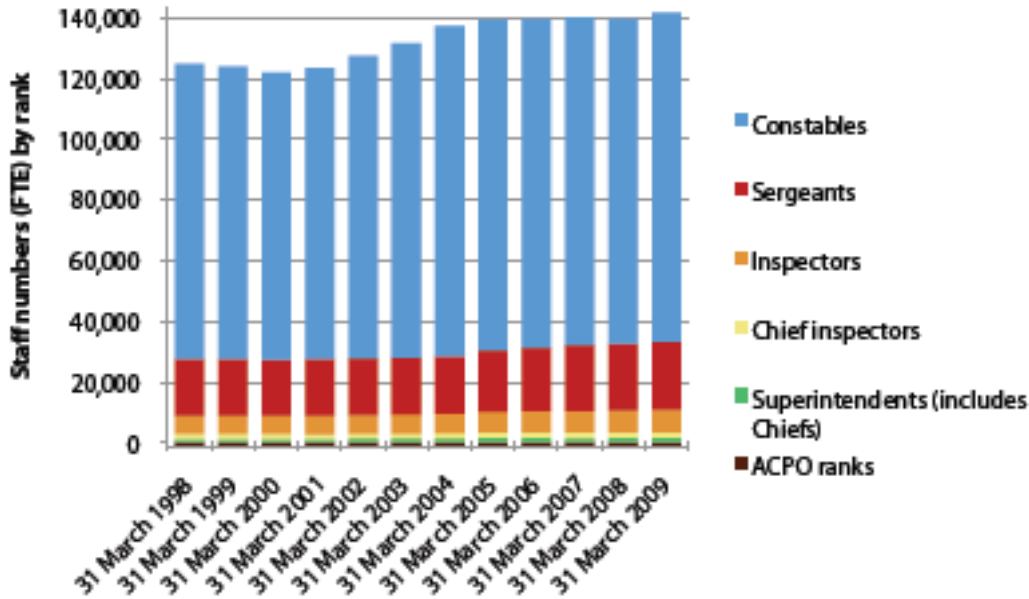
Total Police Officer numbers (from ACPO Ranks to Constables, including secondments), 1998 to 2009



The rise has not necessarily been steady. The trend over the 11 years shows that police officer numbers actually decreased between 31 March 1998 and 31 March 2000 (from 126,814 to 124,170), to rise rapidly since, with an incremental year-on-year growth until they reached 141,381 as of 31 March 2006. The following two years show a slight decline (140,230 in March 2008) but then a rise again in March 2009.

Overall increases also conceal variations across the forces. For example, while as of 31 March 2009 the majority of forces had increased their officer strength compared to the previous year, 17 actually saw a decrease .

A breakdown in police officer numbers across the period, according to rank.

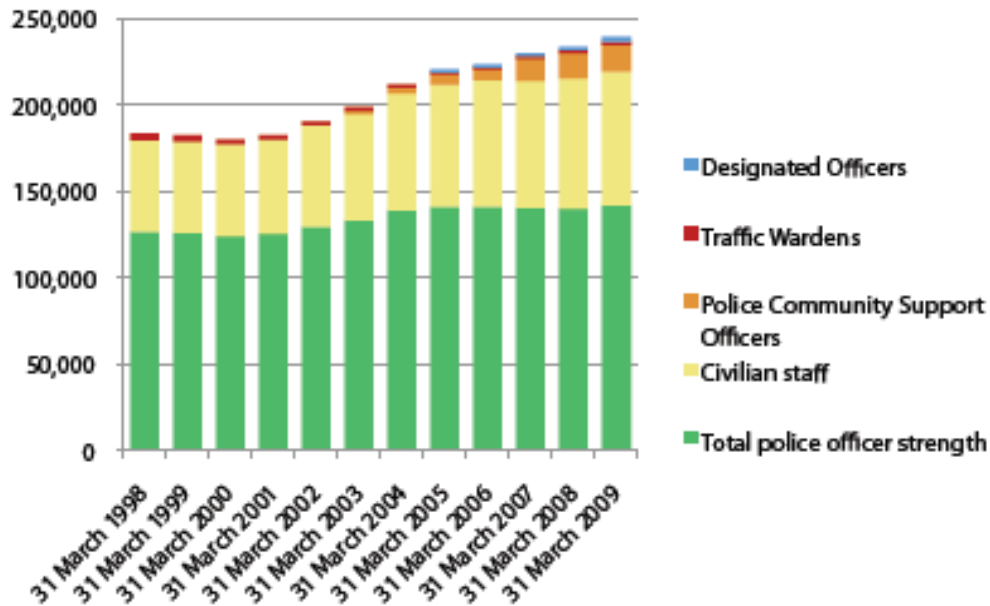


At 31 March 2009, there were 11,200 more constables, 3,809 more sergeants, 1,300 more inspectors, 298 more chief inspectors, 259 more superintendents and 25 more ACPO officers than at 31 March 1998.

NON-OFFICER STAFF

Over the 11 years under consideration, the composition of the police service has undergone some significant shifts in terms of the proportions of non-officer staff.

This figure illustrates the growth of the police service workforce, broken down by staff type (excluding special constables).



New staff profiles were created under sections 38 and 39 of the Police Reform Act 2002 under the generic term ‘**designated police officers**’, which includes four different roles: PCSO, investigation officer, detention officer and escort officer. Designated officers appear in official police strength recording figures from 2005. The figures for designated officers shown *exclude* PCSOs, who are referred to separately. Official records show that, from 31 March 2005 to 31 March 2009, designated officer numbers (excluding PCSOs) rose from 1,128 to 3,058, an increase of 1,930 staff.

Police community support officers (PCSOs) appear in official records from 31 March 2003. PCSOs have limited enforcement powers and, unlike police officers, do not have the power of arrest, though they can be designated by police force chiefs with the power to detain suspects for up to half an hour. They are generally employed in a visible, patrolling role and are meant to complement the work of police officers by providing reassurance and focusing predominantly on lower-level crime, disorder and anti-social behaviour.

There were 1,176 PCSOs in the 43 police forces of England and Wales on 31 March 2003. This rose to 16,331 by 31 March 2009, an increase of 15,155 officers over six years.

Growth has been driven by the Neighbourhood Policing Grant, which pays 100 per cent of PCSO costs in the year of recruitment and 75 per cent the following year, with police authorities covering the remainder (Home Office, 2005).

The use of **civilian staff** has increased by 46.5 per cent over the 11-year period: as of 31 March 2009, there were 77,609 civilians employed in the police service, compared to 52,975 at 31 March 1998. The figure according to HMIC numbers as at March 2010 has grown still further to 82,181. Civilian staff were employed with the express intention of

relieving officers from backroom activities so that they can return to operational duties. Non-uniformed staff are used in a variety of roles, including administration and front desk duties, human resources, crime analysis, surveillance and intelligence. Frontline officers and reports compiled by the Police Federation raise serious doubts as to the effectiveness and value of the civilianization project so vigorously promoted by the Labour Government. A similar question mark hangs over similar schemes that were enforced in other areas of the public sector.

The number of **traffic wardens** employed by police forces has decreased by 3,300 over the period, with 458 in England and Wales as of 31 March 2009. The continued decline in the number of traffic wardens employed by the police has been attributed to 'the increasing role of local authorities in parking control', which means that many traffic wardens are now employed by local authorities or private companies, contracted on behalf of local authorities. The use of authorised clampers and speed cameras can also be seen as alternatives to the use of traffic wardens.

Special constables are volunteers who work at least four hours a week for their police force but do not have contracted hours; hence, they are accounted for separately in official figures. There were 18,256 special constables in England and Wales on 31 March 1998, which had declined to 14,251 by 31 March 2009. The lowest number of special constables was 10,988 on 31 March 2004; from then on there was a gradual increase in numbers every year until 31 March 2008 when they reached 14,547, to fall again the following year.

PAUSE FOR THOUGHT

The growth in police numbers that we consider here follows a trend of increases during the 1980s and 1990s (although officer numbers actually fell between 1994 and 2000, with a brief rise in 1997-20), which has led to the creation of 'the largest police service ever recruited in postwar history' (Loveday, 2008).

The Home Affairs Committee looking at police funding in 2007 concluded:

On the basis of the data currently available, it is difficult to assess how effectively the increased spending on the police in recent years has been deployed ... It is hard to assess the case made by the service and police authorities for more funding when there is no comprehensive measure of how well they have spent the money they have already received. We recommend that the Government ... should place renewed effort into agreeing a comprehensive framework for assessing police productivity, allowing a clearer link to be drawn between investment and outcome.
(HAC, 2007: 36)

The White Paper on policing published in December 2009, *Protecting the Public: Supporting the Police to Succeed*, recognises that 'any public service which spends so much of its resources on its people needs to secure the best possible development of the workforce'. Among its aims are for the 'frontline to deliver more'; 'boosting capacity by reducing bureaucracy'; and 'streamlining support services' (Secretary of State for Home Department).

EFFECTIVENESS AND RESILIENCE

Resilience is a rather nebulous and all-inclusive term, signifying the capacity (in terms of staff, knowledge, skills and strategies) of an organisation to perform in the face of future, unforeseen events and not immediately visible threats (these could relate to terrorism, organised crime or any other eventuality). A report by HM Inspectorate in 2006 argued that the police service and forces 'need to define and specify a level of operation resilience ... in order to manage risk ... without threatening core responsibilities', but admitted to being unsure as to what the appropriate level of police numbers would be to achieve this (HM Inspectorate of Constabulary (HMIC), 2004).

PCSO'S AND SPECIAL CONSTABLES

PCSOs were created to be a form of local, community-based support to the police. Their role has been criticised as being 'little more than decoration' – high visibility, little training and few powers – 'adding negligible value' in terms of crime reduction (Gilbertson, 2009). It also appears that 'significant numbers of PCSOs are being deployed inside police stations rather than on frontline duties'. This concerned the House of Commons Home Affairs Committee enough to recommend that *independent* research into the use of PCSOs be carried out 'as a matter of priority' (HAC, 2007).

A snapshot analysis of PCSO activity-based costing (ABC) data from 2006/2007 carried out by the Home Office found that 'despite local variation in the amount of time spent on individual activities, PCSO activity corresponds well to Home Office role guidance, with PCSOs spending the majority of their time being highly visible within the community, dealing with minor offences and supporting front-line policing' (Home Office, 2008a). In the same year the National Policing Improvement Agency (NPIA) published the results of a three-month review on the use of PCSOs. The review recognized that some 'role drift' had occurred, partly due to a 'confusion' of a mix of expectations: 'their contribution to improving reassurance, reducing ASB, confidence and satisfaction' and engaging in tasks that 'free up more expensive resources i.e. fully sworn officers'. Considering evaluating further the use of PCSOs was among the recommendations made by NPIA (NPIA, 2008).

Although special constable numbers have decreased overall during the period 1998 to 2009, there appears to be an intention on the government's part to include them in the drive to 're-operationalise' police officers. The Labour government restated its commitment to PCSOs: the White Paper on policing published in December 2009 'places police community support officers at the centre of the Government's efforts to reduce antisocial behaviour, including proposals shortly to give extra powers to PCSOs to tackle firework abuse and graffiti' (Hansard, HC deb., 14 December 2009, c619A).

The previous policing minister, David Hanson, stated that the White Paper on policing was also meant to explore how the government 'can deploy special constables to help with deployment issues, so that we get full-time officers working on other areas, where their skills are more needed' (Hansard, HC deb., 14 December 2009, c619A).

CIVILIANISATION AND OPERATIONAL ROLES

The increase in civilian staff over the decade has been achieved with the express intent of relieving officers from backroom activities and getting them back into operational duties. Despite this, overtime has continued to increase, as we have seen. Worse still, the overtime spend has been exacerbated by police staff incurring their own levels of overtime. (To the tune of £62.5million in 2009). This flies in the face of what civilianization was intended to achieve.

In his response to a parliamentary question, David Hanson said that '**125,891 police officers, 87 per cent of total strength, were deployed to operational roles in England and Wales' in March 2009** (Hansard, HC deb., 14 December 2009, c619A). However, it is not clear what police officers have been doing once released into 'operational' roles by civilianisation or arguably the presence of PCSOs and other designated officers.

There also seems to be no shared clarity within the service about the roles of officers as opposed to those of civilian staff, nor as to what is operational and non-operational policing. A report by HM Inspectorate of Constabulary found '**an absence of any rationale in the determination of functions**', with 'wide disparities' between forces. According to the Inspectorate:

The most dramatic disparity was found in crime and incident management units, where 72% of personnel were police officers, but this varied between 24% and 99%. In headquarters intelligence units, 57% of the workforce consisted of police officers but this varied between 21% and 83%. Wide variations, with no logical rationale to

explain them, were also found in call handling and control rooms, public reception and enquiry offices, custody suites, criminal justice units and scientific support 24% and 83% of police officers used in crime and management units.

(HMIC, 2004: 89)

STREAMLINING SUPPORT SERVICES?

Despite the lack of clarity of roles – but acknowledging their variety and divergence of use across forces – the White Paper on policing 2009 proposed the ‘streamlining of support services’ as a way to improve efficiency. The paper gave examples of existing good practice in this area, including removing duplication of functions across BCUs and centralisation (of finance, training, HR, etc.) within a force, sharing services with other organisations or local partners. It argued that a reduction of the proportion of the support workforce to below 7 per cent ‘would save at least £75m per annum by 2013/14’.

As no hard evidence exists on the impact of civilianisation on the workload of officers, it is also not clear what impact such proposed reductions would actually have on the operational capacity of police officers.

CONCLUDING SUMMARY

The key areas we have focused upon in this report are reductions in the non police staff, PCSO functions and the costs associated with non staffing, which, with a more focused procurement strategy would deliver the cuts in their entirety.

In previous reports, we have outlined other areas where dramatic savings could be made without compromising frontline resources. We have included some of those observations on the pages that follow.

Examples of potential savings from structural reorganisation

Without a detailed examination of the activities and spans of control of senior officers, it is not possible to produce a precise estimate of the potential savings that could be gained through rationalisation of police management layers. However, the following calculations are useful for indicating the potential cost opportunity.

- West Midlands is a high performing force with 81 per cent of its officers at constable level. Only between 72 per cent and 79 per cent of officers are constables in other forces. If all police forces were to manage their constables with the same amount of senior officers as west Midlands, savings would free resources equivalent to at least 6,326 frontline officers.
- Removing Chief Superintendent and Chief Inspector roles would save around £12 million, even if the same personnel were retained at Superintendent and Inspector levels. (The Chief Supt to Insp ranks cost £556million basic salary. By the Chief Superintendent and Chief Inspector ranks dropping to the lower rank, it would reduce the cost to £544 million).
- If the current ratio of three Sergeants for every Inspector could be increased to six Sergeants for every Inspector, this would result in savings of over £178 million per year.
- If a ratio of eight frontline staff for every officer of management rank could be achieved, this would result in savings of at least £1 billion per year.

Examples of potential savings from support function reconfiguration

Without a detailed examination of the activities across the BCUs and forces it is not possible to produce an accurate Estimate of the potential savings that could be gained through centralisation of support functions. However, in commercial enterprises, sharing support functions across geographic areas and/or business units has reduced costs for those functions of between 15 per cent and 50 per cent.

At current resource levels, a 25 per cent reduction in staff numbers would free at least £500 million per year for frontline policing work.

Potential Saving	Amount
Police Force Governance – consolidating ACPO, APA & NPIA	??? Millions
Police Force Mergers – saving predicted by HMIC	£2.25billion (over 10 years)
Chief Officer Restructuring – consolidation of ACPO ranks	£11million
Chief Officer Restructuring – consolidation of SMT ranks	£80million
Remove Chief Supt & Chief Inspector ranks (alternative to mergers)	£12million
Increase constable to manager ratio (recruitment cost savings)	£169million
Increase sergeant to inspector ratio	£178million
If ratio of 1 frontline staff to every officer of management rank	£1billion
Police staff levels halved through mergers	£1.3billion
Police staff overtime halved by mergers or tighter control	£31million
Return 25% of office based police officers to frontline (recruitment savings)	£670million
25% reduction in police staff support numbers	£500million

The figure above illustrates the huge potential savings highlighted in our previous report **“Too Many Police Chiefs”** which can be viewed at <http://thinbluelineuk.blogspot.com/2010/05/too-many-chiefs-part-3-full-report.html>

The potential savings have not been totalled as this would be meaningless without knowing which of the suggested potential savings would be considered. However the table does summarise rather succinctly the areas where a choice of options could generate millions if not billions in savings from the existing £13billion that is costs to run UK Police PLC.

CONCLUDING OBSERVATION

As police authorities and Chief Constables decide how they will deliver their share of the £125million in budget cuts, we would observe that there is simply no case to answer in allowing frontline resources to be compromised or in any way affected by the cuts. There are far too many other areas, whose contributory value is surrounded by doubt as to their worth and effectiveness in delivering improved operational efficiency.