

Fifteenth Report of Session 2022-23

The Home Office

The Police Uplift Programme

Introduction from the Committee

In mid-2019 the Department created the Police Uplift Programme (the Programme) to deliver the government's manifesto pledge to recruit an additional 20,000 police officers by March 2023. To deliver the Programme, the Department, in conjunction with the National Police Chiefs' Council (NPCC) and the College of Policing (CoP), created a joint team comprised of staff from each organisation and police forces. Police forces began recruiting the additional officers in September 2019, with the first new officers commencing training a month later. The Department has committed £3.6 billion over the three years of the Programme (2019–20 to 2023) to recruit the 20,000 additional officers by 31 March 2023. Over the next 10 years, the Programme is expected to cost £18.5 billion, which includes costs to the wider criminal justice system.

Based on a report by the National Audit Office, the Committee took evidence on Monday 25 April from the Home Office. The Committee published its report on 22 July 2022. This is the government's response to the Committee's report.

Relevant reports

- NAO report: [The Police Uplift Programme](#) – Session 2021-22 (HC 1147)
- PAC report [Police uplift programme - Reports, special reports and government responses](#) – Session 2022-23 (HC 261)

Government response to the Committee

1. PAC conclusion: The Department has so far successfully met its objectives for the Programme.

1. PAC recommendation: The Department should systematically capture and disseminate lessons from what has worked with this programme to benefit its major programme portfolio and policing more widely. It should summarise and publish these lessons by April 2023 to support learning across government.

1.1 The government agrees with the Committee's recommendation.

Target implementation date: August 2023

1.2 As is good practice under the government project delivery framework, the Police Uplift Programme captures lessons following key activity and periodically. Some of these lessons have already been shared across policing, the Home Office and with other government departments. As the programme plans for closure it is preparing documentation that captures the lessons as part of closure reporting.

1.3 The sharing of lessons and what has worked well has been recognised by the Infrastructure and Projects Authority (IPA), recommending that the programme produce a 'best practice' document that can be shared with the IPA and across government. The Home Office, with the programme, will produce a lessons learned report and a best practice document for the Home Office, other parts of government and policing, as recommended by the committee and that of the IPA.

1.4 In order to capture the lessons and best practice and to include programme closure, the document will be shared in August 2023, rather than recommended April 2023 date.

2. PAC conclusion: The Programme has demonstrated the value of standardising recruitment practices across police forces

2. PAC recommendation: The Department and the NPCC should identify and pursue other opportunities for standardisation across policing (for example procurement and IT) to achieve better value for money while respecting operational autonomy. It should outline in its Treasury Minute response which other areas of policing have the potential to benefit from a more joined up approach across forces, and how and by when this could be achieved.

2.1 The government agrees with the Committee's recommendation.

Target implementation date: Autumn 2023

2.2 The Home Secretary has asked the National Police Chiefs' Council to lead a [review of operational productivity in policing](#). This review will improve the department's understanding of effectiveness and productivity in policing, identifying the barriers and the most efficient operating models.

2.3 The review will also look at the scope for using new technology or streamlining processes and removing bureaucracy to drive efficiency and better outcomes.

2.4 The review will be led by Sir Stephen House, supported by an advisory board including Her Majesty's Chief Inspector of Constabulary and Fire & Rescue Services (HMICFRS), the chief executive of the College of Policing and Association of Police and Crime Commissioners (APCC). Terms of reference will be published in due course, following agreement by the advisory board and Home Office. It is expected to report within 12 months and with interim findings in spring 2023.

2.5 The Home Office is working with BlueLight Commercial Ltd, the Police Digital Service, and Forensic Capabilities Network to identify further opportunities for efficiencies and coordination across procurement.

2.6 BlueLight Commercial are also working with the department to understand the different operating models used to provide corporate functions such as HR and finance across police forces, and the associated costs. A final report is due to be delivered to the Efficiency in Policing Board by the end of 2022, aiming to share good practice and identify opportunities for shared services and other collaboration across the sector.

3. PAC conclusion: We are not yet convinced that the new training routes introduced by the College of Policing best meet the needs of police forces.

3. PAC recommendation: The College of Policing should review the impact of the Police Education and Qualifications Framework to ensure it meets the needs of both new police officers and their forces. It should outline when it will publish the results of this assessment in the Treasury Minute response.

3.1 The government agrees with the Committee's recommendation.

Target implementation date: Spring 2024

3.2 The College of Policing committed to evaluating the Policing Education Qualifications Framework for new entry routes at the point they were introduced to ensure that they meet the needs of both new officers and forces.

3.3 The evaluation commenced in 2018 and a final report is expected by Spring 2024 to ensure that the first cohort of recruits can be followed through to completion of the programme and into their first year as confirmed police constables. The evaluation is exploring officers' experiences, including wellbeing, perceptions of the new entry routes, as well as views from forces and Higher Education Institutions (HEIs). [Early findings from the evaluation were published in May 2020](#) and a follow-up report is planned for publication in early 2023.

4. PAC conclusion: We are concerned that the distribution of new officers may not give police forces what they need to respond to the demands they face.

4. PAC recommendation: The Department should set out, as part of its Treasury Minute response, by when it will revise the funding formula and how it will support forces in transitioning to their funding allocation under the new approach

4.1 The government agrees with the Committee's recommendation.

Target implementation date: Autumn 2022

4.2 The government has acknowledged that the current funding formula is out of date and has publicly committed to reviewing the formula before the next General Election. The technical phase of the Police Funding Formula Review, which will deliver proposals for new funding arrangements, is well underway. This includes engagement with policing sector representatives and relevant experts, who have provided advice on the development of a new formula.

4.3 The government has given assurances that any changes to funding arrangements will be well planned, with effective transition arrangements to allow sound financial management by Police and Crime Commissioners, or their equivalents, and Chief Constables.

4.4 A full public consultation will take place before any new funding arrangements are implemented. Timelines for consultation and implementation are subject to confirmation by Ministers, with consideration of wider priorities and the availability of Census 2021 data to inform a new formula.

5. PAC conclusion: Despite their successes so far, the Department and its partners face a challenging final year to deliver the remainder of the Programme.

5a. PAC recommendation: The Department and its partners should assist forces in monitoring their workforce by including within each statistical release on progress a table setting out the diversity of individual police forces compared to that of their local populations.

5.1 The government agrees with the Committee's recommendation.

Target implementation date: January 2023

5.2 The government assists police forces in monitoring their workforce by providing, on a monthly basis, force level diversity data compared to local populations. This uses the Office for National Statistics (ONS) census data from 2011 (the most recent data available).

5.3 Police diversity data is published on a quarterly basis in the [Police Officer uplift statistics - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/statistics/police-officer-uplift-statistics) including sex, ethnicity and age. This includes commentary comparing the ethnicity of police officers to the population in England and Wales using the 2011 census. The ONS release of the 2021 census is expected to be published in October 2022. Post publication of the ONS 2021 census, the department will include within each Uplift statistical release a table setting out the diversity of individual police forces compared to their 2021 local populations.

5.4 Police forces are working hard to improve equality and diversity – training has improved and the workforce is more diverse than ever before. The latest figures, as of 30 June 2022, shows the highest proportion of ethnic minority (excluding white minority) and female police officers in policing since records began. The government is committed to supporting efforts to achieve the diverse police workforce that communities need and to ensure progress is accelerated.

5.5 Sharing best practice, engagement with police staff associations, upskilling recruitment teams, enhanced data capture and delivering a campaign designed to reach the most diverse audience possible, are just some of the efforts being made to improve police diversity through the Police Uplift Programme.

5b. PAC recommendation: The Department should also respond to the Home Affairs Select Committee report 'The McPherson report: twenty-two years on', particularly the recommendations relating to targets for the recruitment and retention of officers from ethnic minority groups and staff and ensuring that police forces are representative of the communities they serve.

5.6 The government agrees with the Committee's recommendation.

Recommendation implemented

5.7 The government agrees with the recommendation to respond to the Macpherson report and the need for police forces to be representative of the communities they serve.

5.8 The government's response to [The Macpherson Report: twenty-two years on](https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/107422/The-Macpherson-Report-2022.pdf) was published on 26 May 2022.

5.9 Through the Police Uplift Programme, the government has made significant improvements to workforce data, created an inclusive campaign and worked directly with forces on outreach, engagement and sharing best practice. The previous Policing Minister has written to forces, challenging them to fully exploit the opportunity uplift provides to make improvements to force representation levels. These letters compared progress between forces, demonstrating the ministerial drive to make diversity improvements. The data was also reviewed at the National Policing Board in March 2021.

5.10 Diverse recruitment is not an exercise in meeting a quota – it is about making lasting improvements to diversity and inclusion in policing. For this reason, the government does not agree that the setting of diversity recruitment targets is the right lever to support forces recruitment and retention practices however the oversight of progress across all forces is critical. Population demographics vary by force area and each force should be striving to be representative of the communities it serves.

5.11 Forces are maximising the opportunity to increase their representation, Across the service, 8.1% of officers are from ethnic minority groups. Across new intakes since April 2020, 11.7% of new recruits are from ethnic minority groups. Forces will be able to build on the work of the uplift programme beyond its lifetime to continue to grow their representation.

6. PAC conclusion: Government has not yet set what impact the programme will have on forces' ability to tackle crime, the public's trust in policing or the wider Criminal Justice System.

6a. PAC recommendation: The department should:

- **By April 2023, develop a framework to evaluate the medium to long-term impact of the Programme, so that it can demonstrate that the objectives to reduce crime and improve public confidence in policing have been achieved.**

6.1 The government agrees with the Committee's recommendation

Target implementation date: April 2023

6.2 The Home Office is in the process of developing a medium to long-term evaluation framework. This framework, which is subject to ministerial agreement, will be in place in Autumn 2022, with the evaluation expected to continue for several years. The evaluation will seek to determine where, and to what extent, the increase in workforce capacity has contributed to changes in policing performance and the impact that may have on crime outcomes.

6.3 Alongside the Police Uplift Programme evaluation framework, the Home Office has developed a performance framework to reduce crime and improve public confidence in policing. This framework sets out priority crime types this government wants the police to focus on and is overseen by a governance board which brings together policing partners to discuss progress and delivery issues; this work is underpinned by a new data tool (the Digital Crime and Performance Pack) which provides comparative force level data for each priority crime type, enabling performance assessments. The Home Office is also developing, with policing, a process where support will be offered to forces, via the College of Policing to improve performance.

6.4 Additionally, as set out in recommendation 2 above, the National Police Chiefs' Council (NPCC) led [review of operational productivity in policing](#) will look to ensure policing is delivering the best possible value for the public from the significant investment made by this government. Total funding for policing in 2022-23 is nearly £17 billion, the highest for over a decade. By April 2023, the government will have invested over £3.5 billion to increase the operational capacity of policing and specifically recruit an additional 20,000 officers. This police-led review will ensure that this additional capacity is used effectively to reduce crime.

6b PAC recommendation: The department should:

- **In its Treasury Minute response, set out how it is working with partners in the Criminal Justice System to provide regular and ongoing analysis on the downstream impacts of the new officers to support better planning and demand management.**

6.5 The government agrees with the Committee's recommendation.

Target implementation date: Spring 2023

6.6 From the outset of the Police Uplift Programme the Home Office has worked closely with partners at the Ministry of Justice and Crown Prosecution Service to understand the

downstream impact of new officers, alongside the totality of the workforce, and other factors contributing to demand trajectories. The Home Office shares relevant analysis from the Police Uplift Programme on a regular basis, including projections on the future profile of uplift recruitment and assumptions around the contribution of new officers, all in support of ongoing broader analytical work to predict future criminal justice system (CJS) demand through downstream impact modelling. The Home Office will continue to work closely with partners throughout the Programme and beyond, to understand the impact of new officers both now and as they grow in experience and contribute more in future.

6.7 The Home Office is also developing its own framework to evaluate the medium to long-term impact of the Programme, as outlined in its response to recommendation 6a above. This will include building its understanding on the deployment choices that police forces are making with new officers, particularly in areas such as detective capacity, and how this filters through to downstream impact.