

Policing in the 21st Century: Reconnecting police and the People

1. CHAPTER 1: The Challenge

- 1.1 The report refers back to Sir Robert Peel's principles that the basic role of policing is to prevent crime and disorder.
- 1.2 The previous government created many legislative changes but those who are charged with delivering community safety have become answerable to the Government and less so to the community. This has resulted in an increase in bureaucracy that detracts from crime fighting.
- 1.3 The new approach includes:
 - Empowerment of the public through directly elected Police & Crime Commissioners
 - Reducing the bureaucratic burden on the police, freeing up time to get on with their job
 - Making the police at force, regional and national level more efficient so that frontline local policing can be sustained.
 - Empowering the Big Society making sure that everyone plays a part in cutting crime
- 1.4 The key priority is to strengthen the bond between the police and local people, with the public holding the police to account for delivery against locally determined priorities.

2. CHAPTER 2: Increasing Democratic Accountability

- 2.1 Greater accountability directly to the public through:
 - Abolition of Police Authorities and their replacement by directly elected Police and Crime Commissioners
 - Providing accurate and timely information to the public on what is happening in their area re: crime, ASB and VFM
 - A more independent HMIC that will shine a light on local performance and help communities hold their Police and Crime Commissioners and Force to account.
- 2.2 Police & Crime Commissioners will have 5 key roles:
 - Representing & engaging with communities & identifying their policing needs
 - Setting priorities by agreeing a local strategic plan for the force

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- Holding the Chief Constable to account for achieving those priorities
 - Setting the force budget & precept
 - Appointing and where necessary removing the Chief Constable
- 2.3 Commissioner may appoint a team to support them, but must demonstrate value for money. They will be elected from May 2012 and will hold forces to account for their local use of resources and their contribution to and use of collaboratively provided services.
- 2.4 Commissioners will play a key role in community safety. The Government is considering creating enabling powers to bring together CSPs at the force level to deal with force wide community safety issues and giving Commissioners a role in commissioning community safety work.
- 2.5 Commissioners will have a role in the wider Criminal Justice System as further reforms develop but in the meantime, CJS agencies need to work closer together.
- 2.6 Police and Crime panels will be created in each force area drawn from elected members and lay members who will oversee the decisions made by the Commissioner.
- 2.7 Neighbourhood Policing teams will be required to have regular beat meetings within communities. These may be real meetings or virtual through Facebook, Twitter or online.
- 2.8 Information on the performance of the police on crime, ASB and use of public money will be available to the public.
- 2.9 HMIC will work for the public through a light touch inspection regime looking at costs and outcomes.

3. CHAPTER 3: REMOVING BUREAUCRATIC ACCOUNTABILITY

- 3.1 Currently only 11% of police are visibly available to the public at any one time. The Government wants police to focus on police work not paper work by:
- Removing Government targets & centralised performance management but ensuring that data is available to local people
 - Supporting professional responsibility and cutting red tape
 - Ensuring that the leaders of the service take responsibility for keeping bureaucracy to a minimum at force level.
- 3.2 Partnerships have focused on following prescriptive processes and targets set by Whitehall which have prevented them from focusing on what matters locally.

- 3.3 Further work will be done to review the use of data for performance management, police assessment and public information and at the National Crime Recording Standards.
- 3.4 Powers such as stop and search, Regulation of Investigatory Powers Act (RIPA) and Police & Criminal Evidence Act (PACE) will be reviewed to minimise paperwork.
- 3.5 Increased professional judgement by police will replace onerous bureaucratic practices.

4. **CHAPTER 4: A National Framework for Efficient Local Policing**

- 4.1 Forces will need to find new ways of working to get best value from their resources through collaboration between forces to make savings from back-office and support functions. This will be achieved by:
 - Ensuring sufficient officers and staff are available to the public at the times when they are needed most
 - Collaboration between forces to save money on support functions and tackle cross boundary criminality more effectively
 - Simplifying national arrangements including creating a new National Crime Agency to tackle organised crime, protect borders and provide nationally delivered services
- 4.2 No agenda for strategic forces but Chief Constables will be responsible for working with each other collaboratively.
- 4.3 Better workforce management and organisation to look at police officer roles and ensuring that they are not carrying out unnecessary administrative duties to the detriment of policing. This includes maximising use of technology to increase the time officers spend on the streets.
- 4.4 HMIC will focus on VFM profiles that consider the value for money achieved through local activity.
- 4.5 A review on remuneration and conditions of service for police officers and staff will be carried out.
- 4.6 While collaboration between forces will be expected, there will also be opportunity for more localised collaborative working between agencies. This may include collaboration with the private sector for custody or other services.
- 4.7 The National Crime Agency will connect intelligence, analysis and enforcement capabilities between CJS partners. It will be responsible for:

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- Improving what we know about the threat from organised crime
 - Providing effective national tasking & coordination of police assets
 - Ensuring more law enforcement activity takes place against more organised criminals at reduced cost
 - Strengthening our border policing arrangements
- 4.8 The starting position for the National Crime Agency will be to improve operational response to organised crime and improve border security. This will include responsibility for a border police force.
- 4.9 The NPIA will be phased out to streamline its key functions eg central databases and move other functions to within the remit of other agencies eg Home Office.
- 4.10 ACPO will play a leading role in ensuring that Chief Constables drive VFM.

5. CHAPTER 5: TACKLING CRIME TOGETHER

- 5.1 Criminal Justice agencies will work together to focus on the needs of local communities rather than on Whitehall. As public confidence in the CJS increases, people will become willing to play an active role as part of a Big Society. This will be achieved by:
- Enabling and encouraging people to get involved and mobilising neighbourhood activists
 - Developing and implementing a CJS reform strategy
 - Stripping away unnecessary prescription and bureaucracy in the partnership landscape
- 5.2 Providing greater opportunity for community activism through
- Giving communities more power
 - Encouraging people to take on an active role in their community
 - Transferring power from central to local government
 - Supporting co-ops, mutuals and social enterprises
 - Publishing government data
- 5.3 Neighbourhoods are the building block for the Big Society. Neighbourhood Policing Teams (dedicated officers and PCSOs) have a crucial role in mobilising community involvement and building the trust.
- 5.4 The Government will look at making reporting easier by establishing the 101 non emergency national crime and ASB reporting line.
- 5.5 Neighbourhood Watch groups will play a key role in carrying out joint patrols with police and looking out for their neighbours.

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Neighbourhood Agreements will set out the local commitments of services and communities to tackle crime and ASB, having a say in how money is spent (participatory budgeting) and how offenders make amends (community restorative justice). Increased focus on volunteering .

- 5.6 Later this year the Government will publish a new Crime Strategy
- 5.7 The Government will implement a radical CJS reform to include:
 - More active citizenship and voluntary sector involvement in cutting crime
 - Police reform to move from bureaucratic to democratic accountability
 - Sentencing reform to ensure it is effective in deterring crime and protecting the public whilst reducing reoffending
 - Developing a new approach to rehabilitation of offenders
 - Review the prison estate's contribution to rehabilitation and reducing reoffending
- 5.8 Effective partnership working will be important as agencies work together to offer a better service within tightening resources. The CJS needs to develop its own structure that will respond to the different needs of local circumstances, expectations and priorities
- 5.9 Greater freedom for CSPs by repealing some of the regulations whilst retaining the core statutory duty on those key partners to work together.
- 5.10 Consideration of enabling powers to bring together CSPs at the force level to deal with force wide community safety issues and giving Commissioners a role in commissioning community safety work.