



Home Office

FROM THE NEIGHBOURHOOD TO THE NATIONAL: POLICING OUR COMMUNITIES TOGETHER

SUMMARY OF GREEN PAPER CONSULTATION RESPONSES AND NEXT STEPS

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Home Secretary Foreword

This summer, I was privileged to be able to announce that the British Crime Survey had shown that the police service, working with its partners, had achieved an 18% reduction in crime over the last three years. On the same day, I published *From the Neighbourhood to the National*, the Government's Policing Green Paper, which set out a radical new vision for policing in the 21st century.

Policing in the 21st century was the also the subject of an important inquiry this year by the Home Affairs Committee.¹ The Home Office will be responding to the Committee's report separately but I am pleased the Committee recognises much of the good work that is already taking place including that the Government has replaced all but one top-down target for police forces with locally-set objectives.

In my foreword to the Green Paper, I was clear that my ambition was to see a service with greater discretion, based on a clear deal with the public and supported by Government moving to a more strategic role, focusing on helping the service to succeed.

The latest HMIC Thematic Report on Neighbourhood Policing and Developing Citizen Focus² demonstrates the importance of this approach, concluding that a great deal has already been achieved in the 3600 neighbourhood policing teams. The Green Paper built on this success and outlined our plans to increase the engagement with the public through a new Policing Pledge, directly elected Crime and Policing

Representatives and clarifying the role of PCSOs that will ensure we are delivering the kind of police service the public are entitled to.

Over the last three months, the Home Office has heard from the public in letters and in public meetings up and down the country and received submissions from policing organisations, chief constables, police authorities and local councillors.

I am delighted that they have welcomed the overwhelming majority of proposals in the Green Paper and the rationale for freeing up officer time so that they can focus on driving up public confidence and delivering an excellent service to the public. I would like to take this opportunity to thank everyone who took the time to respond to the consultation.

Of course, not everyone agreed with every aspect of the Green Paper, comments of note included:

- The very strong endorsement, from the public and the police, of the need for high quality customer service every time
- The importance of ensuring that we support the police to tackle all kinds of crime, from local nuisance issues that can blight a neighbourhood to the most serious, organised criminal networks and the continuing severe threat from international terrorism

¹ Policing in the 21st Century (HC 364-1), published 10 November 2008

² HMIC – 'Serving neighbourhoods and individuals' A thematic report on neighbourhood policing and development of citizen focus policing – November 2008

- The emphatic support for the idea of a Policing Pledge, that makes clear what the public can expect from the service
- The desire from the public to see officers freed from unnecessary red tape and the welcome from the service for our proposals to do so
- A very enthusiastic welcome from the service for our proposals to move on from the Home Office's current approach to performance management – which played a significant role in driving down crime in the last decade and...
- ...should now be built on as we enter the next stage of reform with a model that has only one top-down national target, places an emphasis on HMIC as a guardian of the public interest and moves performance management nearer to the frontline, particularly through a strengthened role for Police Authorities

In this short document, we have set out how we will take forward the proposals in the Green Paper. Some of these are already underway, with Essex Police the first to sign the new Policing Pledge as well as the phasing out of the Home Office's Police and Crime Standards Directorate on 14th November.

Where legislation is required on other proposals such as directly elected Police Authorities, we will seek the earliest opportunity to introduce this. I, and my colleagues, have considered carefully the views expressed during the consultation. I remain convinced, as is explained in further detail in the document, that by giving people the opportunity to vote directly for someone to represent their interests on policing matters we can guarantee real accountability and thereby drive up public confidence. This is at the heart of the new deal that we set out in the Green Paper – strengthening the link between the public and the police, with stronger public engagement helping to improve outcomes and raise standards.

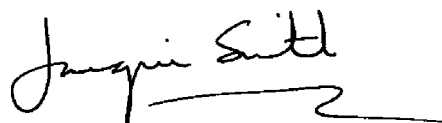
I look forward to continuing to take forward the changes the Green Paper announced, and invite the public to do the same, by attending their local neighbourhood policing meeting and by helping the police to set plans that match their priorities.

WHAT DOES THE GREEN PAPER MEAN FOR... ...THE PUBLIC?

A clear set of standards everywhere, no matter where you live, matched by local policing that responds to your priorities. The knowledge that the police are being freed from red tape to tackle crime, from the nuisance crimes on your street to the most serious crimes, which require joint working between forces. A strengthened policing inspectorate, publishing reports on how your force is performing – matched by much more information locally, including through crime maps for your area. The chance to vote for who should represent you on your Police Authority.

...THE POLICE?

Less paperwork, with better technology and shorter forms, and an independent red tape champion to further drive reductions. More training in how to offer excellent customer service and better opportunities for development and greater development for those that lead you. Greater support, with more special constables and a standardised role and uniform for PCSOs. All Home Office force-specific targets removed, with the exception of a single confidence target, sharpening your focus on tackling the local crime and Anti-Social Behaviour issues that matter to people in your area. And clarity on the national action and greater collaboration between forces where this is needed to tackle serious organised crime and other strategic issues and improve value for money.



Rt Hon Jacqui Smith MP
Home Secretary

Introduction

This short document represents a summary of the views expressed during the three month consultation period, from 17th July 2008 to 10th October 2008, on the Policing Green Paper *From the Neighbourhood to the National, Policing Our Communities Together*.

During the consultation period, the Green Paper was available in hard copy and on the Home Office public website, including in English, Welsh and large print. Respondents could send in their views direct, by post or email. A very large number of meetings with the police, local councillors and police authorities were organised and Home Office officials travelled across England and Wales, including to Cardiff, Southampton, Manchester, Birmingham, Leicester and Stafford. In addition, the Tenants Participation Advisory Service organised 8 meetings for the public to attend and share their views on all aspects of the Green Paper.

Overall, the Home Office heard from well over 1,000 people and received over 320 formal responses. Annex A lists the organisations that responded to the consultation.

The rest of this document sets out, for each chapter of the Green Paper, the key points made during the consultation and the Government's next steps. In particular, it:

- Sets out next steps on implementing the Policing Pledge
- Acknowledges the concerns expressed by the Local Government Association (LGA) and the Association of Police Authorities (APA) and explains why the Government proposes to take forward its plans for directly elected Police Authorities
- Explains the Government's plans to ensure that the police, together with other agencies like the Serious Organised Crime Agency, can respond to issues requiring a regional and national response, as well as delivering on local priorities

- Describes in detail how the new performance management arrangements will work, including the new roles for the Home Office, Her Majesty's Inspectorate of Constabulary (HMIC) and the National Policing Improvement Agency (NPIA)
- Summarises the range of important work being taken forward to minimise the bureaucratic burden on police officers and staff
- Outlines how the new arrangements for appointing and developing Chief Officers will work
- Describes the work in hand to tackle serious organised crime and counter terrorism; and the Government's approach to strengthening the security of our borders.

Following the completion of the consultation period, the Government is now proceeding with implementation of the proposals in the Green Paper. In particular, where proposals require legislative changes the Government intends to bring forward legislation as soon as parliamentary time allows.

Chapter 1:

Improving the connection between the public and the police

OUR VISION

People have reasonable expectations about the service the police should provide and know what they want from the police locally and so we will implement clear service standards and make it easier for them to influence the **setting of local priorities** through: the police commitment to implement a **new Policing Pledge**; embedding **neighbourhood policing** into the broader management of local neighbourhoods; and through being able **directly to elect the individuals** that will both Chair their local **Crime and Disorder Reduction Partnership (CDRP)** and **form the majority on their police authority**.

KEY COMMENTS FROM THE CONSULTATION POLICING PLEDGE AND COMMUNITY ENGAGEMENT

- Very strong support for the Policing Pledge, including both the national and local element, particularly because it will explain clearly what the public can expect from the police
- Work is already under way by ACPO and individual forces and authorities to deliver a Pledge that meets the intention of the Green Paper
- Strong support for a model that provides a clear national framework, supported by force-wide and more local neighbourhood level pledges/charters that can be tailored to needs, circumstances and operational capability across the country
- The police need to be more visible in communities and there should be more research in to the most appropriate forms of community engagement

- The police should attend more public events and should engage more widely, including with hard to reach groups
- Local people must get as much information as possible, including 'crime maps', regular updates on local action taken and follow-up for victims and witnesses
- The police need to do more to respond specifically to issues highlighted by the local media
- Ministry of Justice, Department for Communities and Local Government and other Government Departments as well as the Home Office will need to work together well if Integrated Offender Management is going to realise its potential
- The police should receive training on engaging with volunteers and communities and there should be specific objectives for officers on 'public engagement'
- Strong emphasis that the police and the Government's commitment that the Pledge should not be managed as a new set of targets must be respected

PCSO ROLES AND POWERS

- Strong endorsement of the contribution made by PCSOs. A desire for more clarity about the roles and powers of PCSOs. A general view that they should not take on powers that could potentially compromise their role.

DIRECT ELECTIONS TO POLICE AUTHORITIES

- It is essential that Police Authority members are able to take an independent and balanced view in regard to setting the strategic direction of the police force
- Support at public meetings for the principle of direct elections, as a means to make the police more accountable to local people
- A significant number of respondents were sceptical, including those opposed in principle to the policy and those concerned about the potential impact on the effective operation of Police Authorities and the role of Crime and Disorder Reduction Partnerships (CDRPs)

- Concern that the police might become politicised by the introduction of direct elections, about the costs and that there would be a dual mandate locally between the council and the directly elected Crime and Policing Representatives (CPRs).

GOVERNMENT'S RESPONSE AND NEXT STEPS

- 1.1 The Government is delighted by the enthusiasm with which the public and policing professionals welcomed the idea of a Policing Pledge. Over the summer, the police have been working to refine the language of the Pledge and to ensure that it can be delivered everywhere. ACPO has fully committed to ensuring that the pledge is delivered in each force, working with its Police Authority, by the end of the year. Already, Essex Police has announced that it is delivering the Pledge and other forces are completing their preparations now.
- 1.2 The Pledge is a central part of what the Government sees as a new relationship between the service, the Government and the public. It makes clear what the public can expect from the police, the standards they have a right to demand and the ways in which they can get involved and find out more. Several respondents to the consultation, particularly at the public events, emphasised the importance of being able to find out about actions that the police had taken in response to local crimes. And so, in addition to local crime information and local crime maps, the Pledge commits the police to sharing information on what happened to people brought to justice.
- 1.3 If the public feel that the police are not meeting the commitment in the Pledge or wish to complain they will be able to do so in a number of ways:
 - At the public meetings
 - Direct to the neighbourhood policing team – they will respond within 24 hours
 - Direct to the force/Chief Constable
 - Direct to the Police Authority
- 1.4 The Independent Police Complaints Commission will of course also continue to deal with serious complaints.
- 1.5 There was considerable interest in the proposal to reform Police Authorities so that the majority of their members are directly elected. The Association of Police Authorities and the Local Government Association opposed the policy and expressed a range of concerns. The Government has listened hard to the points made and both Ministers and Home Office officials have discussed them with councillors and Police Authority members across the country during the consultation period.
- 1.6 In his independent review, Sir Ronnie Flanagan endorsed the view that people want a greater say over their policing.³ The Lyons Inquiry into Local Government (2007)⁴ showed that people did not want councillors to provide them with that say. Louise Casey's *Crime and Communities Review*⁵ showed that 67% of people would not know who to go to to complain if they weren't happy with the way their local area was being policed and only 7% of people understood the processes by which policing is held to account. It also showed that 68% of people agree or strongly agree that there should be a person elected by local people to hold the police to account on behalf of the community.
- 1.7 The Government believe that Crime and Policing Representatives will provide clear and transparent governance structures that will simplify the system so the public can readily understand how to influence their policing and will be able to do so. The Government believes this will greatly improve the connection between the public and the police, and therefore confidence in policing. The government has also noted that the APA's own IPSOS MORI polling showed that 55% actively support this policy and only 19% disagreed with it.

³ Sir Ronnie Flanagan – Independent Review of Policing in England and Wales – Interim and Final reports 2007

⁴ *Place-shaping: a shared ambition for the future of local government* – the Report of Sir Michael Lyon's inquiry into Local Government – March 2007

⁵ *Crime and Communities Review – Engaging Communities in Fighting Crime* – Louise Casey – June 2008

POLICING PLEDGE



THE POLICE SERVICE IN ENGLAND AND WALES WILL:

1. Work to keep you and your neighbourhoods safe from harm.
2. Always treat you fairly, with dignity and respect, ensuring that you have fair access to our services at all times.
3. Publicise the details of your dedicated Neighbourhood Police Team for your neighbourhood.
4. Ensure that 80% of your Neighbourhood Police Team's time on duty is spent on your patch, and that there are visible patrols in your area at times and places where they are needed. Neighbourhood Policing Team staff turnover will be minimised.
5. Return calls and respond to e-mail enquiries about local issues directed to Neighbourhood Police Teams within 24 hours.
6. Aim to answer 999 calls within 10 seconds and non-emergency calls within 30 seconds, and tell you how your call will be handled.
7. Respond immediately to emergencies – getting to you within 15 minutes and much sooner if possible.
8. Aim to respond quickly to other priority and vulnerable¹ cases, or those agreed with you that relate to neighbourhood policing issues, getting to you within 60 minutes.
9. For all other non-emergency calls, give you a timescale within which someone will attend if appropriate, making an appointment at a time agreed with and convenient to you, and within 48 hours.
10. Meet with you at least monthly to agree priorities and update you about crime and policing issues in your area, including: crime maps; information on specific crimes and what happened to those arrested; details of what action we and our partners are taking to make your neighbourhood safer; and data on how your local force is performing.
11. Acknowledge any dissatisfaction about the service you have received within 24 hours; tell you how it will be handled, give you an opportunity to talk in person to someone about your concerns and tell you what will be done about it.
12. If you have been a victim of crime, keep you informed monthly of progress on your case for as long as you find this useful.

¹ A caller may be vulnerable for a number of reasons – including age, disability or personal circumstances eg a history of racist attacks, and this must be considered as well as any agreed neighbourhood priorities.

YOUR LOCAL NEIGHBOURHOOD POLICING TEAM IS:



PCSO Hannah Smith



PC Adam Jones



PCSO Chris James

The team work in co-operation with Neighbourhood Manager Alison Smith.

We can be contacted by **phone** Tel: 0101 123 4567 and **e-mail** neighbourhoodpolicing@force.police.uk and will hold **monthly public meetings at the Your Road Community centre**, on the second Saturday of every month at 6pm.

If you call the team and leave a voicemail or send an e-mail we will get back to you at the latest within 24 hours.

Who to call when

Call the team when you have a non-urgent, local crime or anti-social behaviour problem that you would like them to deal with.

Call 999 if you have an emergency that requires urgent police attention.

Call the 24-hour non-emergency force call centre 0101 678 9123 if you have a non-urgent, non-neighbourhood issue.

We will take every effort to preserve confidentiality and will not call you back or visit you without checking this with you first.

Local Priorities for action and Information

Your locally agreed priorities are:

1. Street level drug dealing on the high street
2. Youth related anti-social behaviour at the shopping centre
3. Fly tipping on the common

Every month we will produce crime maps of your area together with information about specific crimes and criminals and action to deal with your priorities. This information will be given at the public meetings as well as published on the force website www.force.police.uk and more detail will be provided by a quarterly newsletter delivered to each household.

Complaints

You may raise a complaint in a number of ways:

- at the public meetings;
- direct to the neighbourhood policing team by phone, by e-mail – we will get back to you within 24hrs; and
- direct to the force/Chief Constable by phone, e-mail or letter – this will be acknowledged within 24hrs of receipt and the next steps explained to you.

The police acknowledge any complaint about our service within 24 hours, tell you how it will be handled, give you an opportunity to talk in person to someone about your concerns and tell you what we are going to do about it.

1.8 The Government continue to believe, therefore, that there are very strong arguments in favour of this policy and will be introducing the necessary legislation to implement these proposals for directly elected Crime and Policing Representatives at the first opportunity.

1.9 The Government will work closely with the LGA, the APA and others throughout the roll-out of this policy to ensure that risks are properly mitigated. There will be a cost to the implementation of this policy, but the Government believes this cost is justified to improve the connection between the public and the police.

1.10 This is just one part of the Green Paper package aimed at strengthening the public and community voice within local policing and community safety. That is why we will also respond to the helpful suggestions from the LGA, the APA and others, and consider how best to involve key members of the public – such as tenant and resident group leaders, Neighbourhood Watch co-ordinators, community activists or new Community Crime Fighters – in the work of local CDRPs.

1.11 To further strengthen the delivery of crime reduction through partnership working and ensure there is a clear route of joint accountability for Crime and Disorder Reduction Partnership activity, the Government will commence provisions for Councillor Call for Action and crime and disorder overview and scrutiny Committees. We will work with the Department for Communities and Local Government to introduce these arrangements by April 2009.

1.12 The Government will press ahead with its plans to introduce a single, top-down target on forces to improve the public's confidence that the crime and Anti-Social Behaviour issues that matter locally are being tackled. Some respondents have expressed concern that this is not a full measure of public confidence, which is based on a much broader range of factors. Of course, forces will wish to continue to measure themselves against issues such

as perceptions of fairness, courtesy etc, all of which are important. But the Government has chosen this single measure precisely in order to focus on what it, and the service, see as a significant area in which the public expect better service.

1.13 Core to delivering that improved service will be Neighbourhood Policing, where the public very strongly welcomed the investment and progress made in recent years. Whilst there is general support for the contribution PCSOs are making, views on the powers that should be given to PCSOs were mixed – the Government will complete, as planned, the evaluation of existing use of PCSO powers by the end of the year. However, to enable the public to easily recognise and understand the role of PCSOs wherever they are in the country, we are looking to expand the current list of standard powers to include others, such as detaining a suspect until a PC arrives, the ability to disperse troublemakers and to impose a fine for graffiti. We will announce the conclusion of our evaluation in the New Year.

OVERALL IMPACT OF CHAPTERS 1 FOR... ...THE PUBLIC?

The pledge will give a clear offer of service from the police, so the public know exactly what they can expect. Directly elected policing representatives will provide the public with a clear route by which to hold the police to account for meeting the public's needs and a clear mechanism by which to take action if it is felt that the police are not. In all the proposals will provide clear direct and accountable leadership in policing governance.

...THE POLICE?

Direct elections will provide both a new mechanism by which to obtain the view of the public and a new feedback process to ensure the police can deliver the best service they can to the public. The pledge will give the police a clear statement of what the public require from them.

MAJOR MILESTONES

December 2008	Evaluation of PCSO powers completed.
January 2009	Policing Pledge, including crime mapping, in place everywhere in England and Wales.
January 2009	Confidence targets set for each force.
December 2009	3600 Community Crime Fighters trained and active in local communities.

Chapter 2:

Reducing bureaucracy and developing technology

OUR VISION

We ask a lot of the police and so it is critical that they are able to focus on meeting those priorities in the most efficient way possible. This means **combating red-tape** and ensuring that the police have access to top-quality **Information Technology (IT) systems** to take more of the paperwork out of policing. But making a real success of reducing bureaucracy in the long term requires a return to officers being given **discretion** to tackle problems for the public, a new, more strategic role for Government and a new **independent figure to drive this work**. While all this will mean less time filling in forms, its real value will come from its **freeing up space** for officers to focus on **addressing people's concerns**.

KEY COMMENTS FROM THE CONSULTATION DESIGNING MORE EFFECTIVE PROCESSES

- Support for the Government's intention to cut red tape and free up officer time and acknowledgment for what has been achieved so far, including the creation of a new independent Reducing Bureaucracy Advocate.
- Support for the funding commitments provided in the Green Paper for PCSOs and mobile data devices.
- Recognition of the benefits to be had from providing better information services for citizens and frontline officers as well as ensuring that systems and technology in the future are used to support frontline delivery.
- Consideration needs to be given to the development of more standardised forms for common processes and the service needs to be consulted on this.

- Local processes should be monitored to make sure that they do not add to the bureaucratic burden of nationally standardised processes.
- Senior officers and others in forces also have a responsibility to take seriously and act upon the administrative problems that are highlighted by officers that prevent them from carrying out their duties effectively.
- There should be more administrative staff to do paperwork and to allow police officers to spend more time on patrol.
- Strong support for the greater utilisation of IT solutions and accompanying investment in this by the Government.

TACKLING RISK AVERSION

- More needs to be done to demonstrate the commitment of Government to review the requirements of the Criminal Justice System and the activities of the various regulators and auditors, with a view to making the processes less bureaucratic.
- The police need to be less risk averse in their approach to bureaucracy. Management of risk should be an important part of police culture.
- Police officers should exercise greater discretion in their duties and should be able to use their professional judgement more.
- Some risk aversion is appropriate at times, particularly in respect to monitoring issues. For example, support for reforming the stop and search process was balanced by the view that the service should continue to monitor proportionality.

GOVERNMENT'S RESPONSE AND NEXT STEPS

2.1 The Green Paper confirmed the Government's commitment to reducing bureaucracy and developing technology to free up officer time. This was in recognition of the fact that we expect a great deal from the police and so it is vitally important that they are able to do their jobs in the most efficient way possible, without being constrained by unnecessary bureaucracy. Our approach built on the recommendations on reducing bureaucracy made by Sir Ronnie Flanagan in his review of

policing. The final report of Sir Ronnie Flanagan's independent *Review of Policing in England and Wales* was published in February 2008. In the 10 months since publication we have made good progress in implementing these recommendations, but there remains much to do. The Government agrees with the Home Affairs Committee that further progress is necessary for the service to achieve the level of efficiency savings that he identified.

- 2.2 The Government has taken early steps to advance this work by appointing Jan Berry as the new independent Reducing Bureaucracy Advocate to drive this at a national level. As the former Chairman of the Police Federation of England and Wales, Jan Berry brings a wealth of experience from this role and her career in the police service. Jan will be a 'champion' of bureaucracy reduction, ensuring the delivery of Sir Ronnie Flanagan's recommendations and also challenging the service, its partner agencies and the Home Office to think about wider reductions. She is preparing an initial analysis in December, to be followed by a more considered report by February 2009. To help her meet this challenge, Jan has established a group of front line practitioners to serve as a Reducing Bureaucracy Practitioner Group. It meets for the first time on 1 December and will help her to identify and critically analyse common processes undertaken by frontline officers which can generate unnecessary paperwork and reduce the time available to serve the public. This group will also play a key role in providing an assessment of the bureaucratic impact of new initiatives on frontline officers. Similarly, local police officer-led work to improve policing productivity in Operation QUEST is helping the Service to develop ways to identify and take out bureaucracy from policing processes. For example, officers in Norfolk Constabulary have streamlined local processes and reduced by more than 4,000 the number of duplicate intelligence logs created by their colleagues
- 2.3 We recognise the need to make greater use of IT solutions and to invest in this area. The effective use of technology is at the heart of our approach to reducing bureaucracy. We have already invested £50m to support the rollout of mobile data devices. We signalled our intent in the Green Paper to build on this investment with a further £25m to cover remaining police forces. This takes our total investment to £75m to support the roll out of a total of 30,000 devices to frontline officers by March 2010. We are also making use of mobile fingerprinting technology following a successful pilot exercise which proved that a fingerprint check could be taken out on the street, sent electronically to a database and a result returned to the officer, all in a reasonable time. The pilot revealed a number of benefits, including time saving for both police officers and the public. Work is now underway to apply this technology nationwide by early 2010. As a result of all this investment officers will be able to send and receive information while on the beat, thereby reducing the need to return to the station and increasing the time for frontline duties.
- 2.4 The Government confirms the importance of the development of convergence plans for police IT. These are needed to develop the best possible support for police officers and staff in their work, and to enable better information for, and partnership with, the public. The Government will seek an early opportunity to introduce legislation to provide a framework for assisting in delivering convergence. The NPIA Chief Information Officer will take forward, under ACPO, APA and Home Office governance, work on the best ways of achieving convergence over time. The subsequent implementation of a strategy for police IT will also be carried out under clear tripartite governance.
- 2.5 On processes, we are building on the success of piloting new crime recording standards, launched earlier this year, which cut the crime recording forms for less serious crimes so that the police only have to record the information that is absolutely necessary. The interim results of the pilot have been impressive. Feedback from operational officers shows that this initiative has freed up officers to focus on doing the things they joined the police service to do – patrolling the streets and

keeping communities safe, with some participating officers reporting that the recording of certain incidents is now taking as little as 10% of the time it did previously. There has also been a positive reaction from the public and in one participating force customer satisfaction for those who were 'very satisfied' rose from a baseline of 60% to 80%.

2.6 We are also piloting a shortened stop and account process by recording only ethnicity during these encounters and removing the present lengthy form. We are working closely with Doreen Lawrence to ensure we are properly managing the risks linked to proportionality in recording ethnicity. We anticipate that the changes to recording of stop and account will realise savings of around 690,000 hours per annum in terms of street activity, back office inputting, management supervision and storing and providing paper copies of records. The Basic Command Unit in Birmingham City Centre is one of several that have been trialling the capture of stop and account data through Airwave terminals. This has reduced the burden of recording fairly routine interactions from several minutes per person to several seconds. We are also working with forces to reduce the length of the stop and search form.

2.7 The crime recording and stop and account pilots have now been extended to the 9 priority areas for the Tackling Knives Action Programme and we plan to roll these changes out nationally at the end of this year.

2.8 Increasing productivity is fundamental to ensuring that the police deliver the best possible service to the public. With the strengthened emphasis on local accountability, each Police Authority is now responsible for agreeing ambitious local targets for efficiency and productivity and holding its force to account for delivering sufficient improvements. This will be further promoted by the workforce inspection, *Working for the Public*, described in Chapter 4 and by the other measures set out in this Chapter. All these arrangements will be supported by the changes on leadership and chief officer appointments set out in Chapter 3, in by the development of skills on the business and organisational side of policing.

2.9 As the Green Paper announced, Sir David Normington, the Home Office's Permanent Secretary, has been undertaking a review of the burden of data collection on police forces. This is in its final stages and will be published soon. It has identified a number of ways in which the burden on police forces can be reduced including the removal and alteration of some significant data streams.

OVERALL IMPACT OF BUREAUCRACY REDUCTION FOR... ...THE PUBLIC?

As a result of their time being freed up, police officers will bring reassurance to the public through more time spent on the streets dealing with the issues that matter most to local people. This includes being able to tackle all kinds of crimes, from the nuisance crimes in neighbourhoods to more serious offences.

...THE POLICE?

There will be less paperwork for police officers to complete when recording incidents and recording stop and account encounters. There will also be greater use of technology to help free up officer time. Jan Berry will act as an independent advocate to challenge the Home Office and forces themselves to drive forward further reductions in police red tape.

MAJOR MILESTONES

December 2008	Practitioner led Bureaucracy Reference Group established to allow front line officer to advise on where red tape can be reduced
December 2008	Revised Efficiency and Productivity Strategy finalised
January 2009	National roll out of shortened crime recording and stop and account procedures to free up office time
February 2009	Publication of Jan Berry's full report, which will include recommendations on standardised processes
March 2009	All police authorities should have set their forces ambitious efficiency targets (to be considered in police authority inspections from April 2009)
April 2009	Implementation of the new strategy for police information technology
Early 2010	National roll-out of mobile fingerprinting technology to save time for police officers and the public
By March 2010	Roll out of mobile data to frontline officers – significantly increasing the amount of time officers can spend out on the frontline

Chapter 3:

Defining roles and leadership in the police service

The police service delivers an important service to the public. It is challenging, demanding and often dangerous work. The **Office of the Constable** is central in the police service. **Police Community Support Officers (PCSOs)** and other **police staff** also play a vital part in the service's work. Special Constables volunteer their time to serve the public as police officers. But the best organisations know that service can always be improved. This is the key responsibility of police **leadership**. The right people need to be developed for **senior jobs** and we need to recognise the importance of **frontline leadership**.

KEY COMMENTS FROM THE CONSULTATION POLICE ROLES AND TRAINING:

- Welcomed the Government's confirmation of the centrality of the Office of the Constable to the police service, and that all police officers should start at the rank of Constable.
- It was important to focus on Sergeants, other frontline supervisors and Inspectors – as the Green Paper set out there is a need for clear national standards and accreditation, and enhanced training and development.
- There was support for an increase of 6,000 Special Constables with the proviso that this should not be a direct replacement for full-time officers.
- There was support for the proposed consultation on how new constables are trained but want this to take account of the local partnership environment, including public, private and voluntary sectors as well as opportunities for training alongside other partners, especially where customer service is critical.

CHIEF OFFICER APPOINTMENTS:

- The revised Senior Appointments Panel (SAP) should not restrict Chief Officers in the posts they apply for, nor reduce the role of local Police Authorities in selecting Chief Officers.
- Some respondents felt the SAP should remain under the chairmanship of HM Chief Inspector of Constabulary, while others welcomed the change to an independent chair.
- The skills required to be a chief officer are not acknowledged in the current appointment arrangements.
- Regular publication of written reports from the revised SAP appointments process was welcomed.
- There were mixed views about the requirement that Chief Constables must have served at chief officer rank in another force, and whether, if that requirement remained, there should be a possibility of making exceptions.

CHIEF CONSTABLE/COMMISSIONER PERFORMANCE DEVELOPMENT REVIEWS (PDRS):

- There were contrasting views as to whether transferring to the Police Authority the lead on Chief Constable and Commissioner PDRs was welcome or not. Some parties believed it was an appropriate support to accountability to the Police Authority, whilst others wanted to retain the HMIC lead, fearing a loss of professional insight and the proposed arrangements might make the Police Authority-Chief Officer relationship more like that of an employer and employee.
- Welcomed the fundamental overhaul of the Performance and Development Review system.

THE NATIONAL COLLEGE OF POLICE LEADERSHIP (NCPL)

- The creation of the National College was generally welcomed.
- Some parties felt that the President of ACPO should not automatically be the Chair of the Board of Governors; whilst others felt ACPO should have control of the College.

- Further consideration is needed on how the new National College for Police Leadership can be used to support police authorities.

GOVERNMENT'S RESPONSE AND NEXT STEPS

- 3.1 The Green Paper emphasises the importance of police force leadership in delivering for the public, particularly as we move to less reliance on top down targets and put more emphasis on good local management. Prior to the Green Paper, the Home Office, APA and ACPO agreed a leadership strategy for policing, *Leading Policing*.⁶ This strategy identified the central importance of maintaining excellent operational skills and developing further skills in partnership working and, as a priority, on the business and organisational side of policing. The Government's view is that this strategy is of central importance to policing, including in assisting the police service in delivering increased public confidence and improved responsiveness. This is reflected in the Government's approach to chief officer appointments and leadership development for officers and staff at all levels.
- 3.2 A more transparent selection, accreditation and appointment system will help enable better talent management and ensure advancement is equally open to all police officers from whatever background. This will help address skills shortages amongst top police leaders – for example, a relative lack of Criminal Investigation Department (CID) experience – and help enable more police leadership to become more diverse, for example in terms of race and gender.
- 3.3 To deliver a new system for the appointment of chief officers, and to act as a national client for their selection and development, the Government will seek an early opportunity to introduce legislation for the new enhanced, more pro-active Senior Appointments Panel (SAP) as set out in the Green Paper. Sir Ronnie Flanagan currently chairs the SAP in his role as HM Chief Inspector of Constabulary. He has agreed to become independent chair of the SAP when he steps down as HM Chief Inspector on 1 December. In this role, the SAP will continue to include representatives of the tripartite leadership, with, additionally, a bigger independent element. The Panel will co-ordinate appointment rounds, enabling better succession planning, and more informed choices for candidates and Police Authorities, as well as advising a police authority or Ministers where the performance of a chief officer team is causing concern (for example, following a report from HMIC) and providing Ministers and others with strategic advice on the pool of chief officers.
- 3.4 Broad experience of the police service is important to the role of Chief Constable. The Government confirms its view that in general it is very important that a Chief Constable should have served at chief officer rank in another force for at least two years and that the Government will expect the SAP to set a high bar in considering any cases for an exception. Certainly no officer aspiring to lead a force should assume that position can be reached without two years' service as a chief officer in another force.
- 3.5 The Government endorses the view of ACPO that chief officers in particular should play a major role in the national work of the police service. The Government will consult closely with the APA and ACPO in taking forward work to secure and enhance this role. In addition to being important for policing nationally, this work provides a significant development opportunity for current and aspiring chief officers.
- 3.6 The Government confirms that Chief Constables and Commissioners will be given a more formal and active role in being consulted on the appointment of their Chief Officer team.
- 3.7 All police leadership programmes will reflect the approach set out in *Leading Policing*. In support of this, the National College of Police Leadership will be set up by June 2009 with its Board of Governors

⁶ A Strategy for the 21st – *Leading Policing* – March 2008

being a committee of the NPIA Board chaired by the ACPO President. ACPO and APA comments underline the need for a clear tripartitely-agreed basis for the Board's work. So the Board will operate under a formal mandate given annually by the National Policing Board. Police training and development is a core part of the NPIA role, so the College itself will sit within the NPIA, with day-to-day executive control being in the hands of the Deputy Chief Constable level executive head of the College.

3.8 The Government will also focus on the development of police officers and staff at ranks other than chief officer. The NPIA will examine how to simplify and improve performance and development reviews (PDRs) for all police leaders. The recommendations from the HMIC review *Leading from the frontline*⁷ will inform work looking at enhanced training and accreditation for Sergeants, to be delivered via the National College of Police Leadership and linked to proposals for changes to the Sergeant and Inspector promotion processes. It is important that we equip our frontline leaders for the work of explaining to their officers and staff what matters most to the public, and ensuring that it is delivered. This theme is picked up further in the next chapter.

3.9 As we move to only one top down target and more emphasis on good local management, it becomes even more important that a Police Authority can hold its Chief Constable or Commissioner to account (as already required by the Police Act 1996), and that they have the tools to do so. Accordingly, the Government proposed in the Green Paper that the Police Authority should have the lead role in writing the Performance and Development Review for Chief Constables and Commissioners. The Green Paper flagged the importance of HMIC having a continuing role in this process, notably on national and operational issues.

3.10 The Government has noted the APA's support in the Green Paper's proposal for a new Police Authority lead role in Chief Constable and Commissioner PDRs. It was recognised that this was a good opportunity to better tie-in the performance of a force as a whole, and that of its chief officer team. The Government has also recognised the need to mitigate ACPO concerns that this should not politicise the chief officer role, nor diminish the importance of regional and national work, nor make chief officer's employees instead of officeholders accountable to the law and the Police Authority.

3.11 The Government has therefore concluded that Police Authorities should take the overall lead on writing Chief Constable or Commissioner Performance and Development Reviews (PDRs), with HMIC leading on the operational and national work sections of the PDR and contributing a comparative view of the chief officer's performance. It will be important to ensure that those in police authorities doing this work have the appropriate training. The Police Authority's work on the PDR must be governed by a committee of the Authority, and not by one member acting, or appearing to act, separately from others. Similar considerations should apply to the Police Authority role regarding the removal of chief officers, or voluntary agreement on their exit, and to the improved scrutiny of fixed term appointment renewals.

3.12 Additionally, the Government will seek the earliest opportunity to introduce legislation to remove barriers to officers taking external secondments.

3.13 The Government confirms the centrality of the Office of Constable to the police service, and that all police officers should join the service at the rank of Constable. The Government is asking the NPIA, working with the tripartite leadership of the service and ACPO in particular, and staff

⁷ HMIC *Leading from the frontline* A thematic inspection – July 2008

associations, to consult and consider: how best to balance the requirement for giving officers a continuing broad professional knowledge of policing, with the importance of training officers in specialist skills; and, looking at the start of officers' careers, on the best approach to deploying Police Constables in their early years of service. The theme of this work should be how to get the best service for the public, by making the best use of police officers and making the most of their initial and continued development.

- 3.14 Police staff play a vital role in the service, both in operational and public-facing roles and in essential back office support. Their training and development will form a very important part of the work set out in the next chapter. The National College of Police Leadership will have an important role to play here, along side the excellent work being done by the professional bodies to which many police staff belong.
- 3.15 Special Constables play an important role in the police's work, and the Government confirms its provision of funding over the next three years to increase Special Constabulary numbers from 14,000 to 20,000.
- 3.16 A graduate fast-track scheme will be introduced, to help attract further officers with potential to progress rapidly through the ranks starting at Constable.
- 3.17 The box following Chapter 4 sets out the overall impact of Chapters 3 and 4 for the public and for the police.

MAJOR MILESTONES

January – March 2009	Business policing leadership skills (with priorities) defined (followed by other skills areas). Introduction of Regional Co-ordinators for Special Constabulary to set up local recruitment campaigns to reach target of 20,000 Specials by 2011.
April – June 2009	Promotion to Sergeant and Inspector: confirmation of licensing arrangements to enhance the new National Police Promotions Framework. National College of Police Leadership and its Board of Governors set up.
Through to Summer 2009	Identification of key needs for appointment system with the stakeholders who will use the system – including police authorities, candidates and their representatives. This feeds into a framework for the new Senior Appointments Panel to consider.
Autumn 2009	(Subject to Parliament) New Senior Appointments Panel begins work, with first co-ordinated appointment round.
October – December 2009	Chief Officer Performance and Development Reviews promulgated for 2009-10.
2010	Launch of graduate fast-track scheme.

Chapter 4: Focussing on development and deployment

The **workforce** is the most important part of any public service organisation. Police forces are fortunate in the commitment and energy of their people and this is reflected in their achievement in making England and Wales safer. Now to deliver the best possible service, we need to look at how we **develop and deploy** the police workforce to deliver for individual customers, for all our communities and for the public in general.

KEY COMMENTS FROM THE CONSULTATION

- Everyone working in neighbourhood policing needs tailored training on customer service/engagement and facilitation skills
- The Green Paper's advocacy of the most effective and efficient use of the workforce, matched to skills, was supported. There was no support for setting national targets on workforce mix
- There were some concerns regarding outstanding issues of police staff terms and conditions
- QUEST and deployment work, as highlighted in the Green Paper, provide significant opportunities to improve service delivery
- The 2010 HMIC workforce inspection should be linked to Value for Money inspections
- There was strong support for the three year equality, diversity and human rights strategy to provide a more consistent approach to equality and diversity delivered in partnership. Local target setting and moving away from a national target was seen as positive by many, although a number of community stakeholders remained attracted to national target setting

- The proposals for directly elected Police Authorities presented some risks for those communities and officers from diverse backgrounds. Individuals with a purely local focus might seek to skew forces towards single agendas that could exclude parts of the diverse local population that they serve
- There was some concern that the proposal to develop a single equality standard had been developed in isolation and taking insufficient account of other developments, such as the forthcoming Single Equalities Bill

GOVERNMENT'S RESPONSE AND NEXT STEPS

- 4.1 Good development and deployment of officers and staff has a key part to play in achieving the Government's aims of increasing public confidence and police responsiveness. We will look to the service to challenge each other, share knowledge and learn from one another to continuously drive up performance and take the lead in addressing underperformance, ensuring that police leaders, officers and staff have the skills necessary to meet the public's needs and aspirations.
- 4.2 The Government confirms that police officer and staff Performance and Development Reviews (PDRs) will be simplified. Police officers and staff need an effective and proportionate PDR which highlights their performance against objectives, their achievements and their development needs. A good PDR process provides un-bureaucratic, clear communication between an officer or staff member and his or her manager, focused on outcomes and on continuous personal development.
- 4.3 To further underpin delivery for the public, the Government confirms that HMIC will conduct a major workforce inspection – *Working for the Public* – in 2010. As set out in the Green Paper, the inspection will examine six key elements of workforce management that support public confidence and police responsiveness. These are:
 - **Better customer service** which is central to improving public confidence in the police

- **Listening to the frontline** as a vital part of making sure each force supports and enables its officers and staff to exercise discretion. Operation QUEST has shown that listening to the frontline is a key step in delivering for the public in the most effective way
 - **Equality standards** as a key way to underpin confidence that the police provide a good service to all our diverse communities and get a police service that has the trust and confidence of all communities and reflects the communities it serves
 - Good **deployment** of officers and staff which will enable them to be in the right place at the right time to deliver for the public when they most need the police's help, and to deliver the less visible parts of policing which are also vital for public protection
 - Getting the best possible **workforce mix** of officers and staff to ensure that the best and most responsive possible service is provided – for example, in meeting and exceeding the promise in the Policing Pledge. It is also important for enabling all officers and staff to make the best use of their skills and to make the biggest, most satisfying, contribution to the work of their force
 - **Sergeants**, and other frontline supervisors, who play the core leadership role in making all this happen on the ground – making clear to their officers and staff what matters to the public.
- 4.4 The inspection will look at whether police authorities and forces have made progress in these areas, including the work of the police authority in providing strategic challenge and accountability, and the role of the chief officer team in driving change.
- 4.5 Our approach will be underpinned by support from the NPIA, including through the People Strategy for the Police Service. The NPIA is already planning to assist authorities and forces in their work, for example through providing information on the range of workforce mixes across the country, and by the publication of a deployment toolkit. Further, the Home Office and NPIA will work with authorities and forces to help identify priority areas for assistance in the run-up to the inspection, and to collect information on good practice. HMIC will develop a methodology in preparation for the inspection, making links with inspections of police authorities and on value for money.
- 4.6 The Government has asked the NPIA to develop training to assist new constables, and other officers and staff, in providing the best possible service to the public. This training will be developed with ACPO and the APA, and will include skills in customer service and partnership working.
- 4.7 The Government confirms its support for the tripartite 3-year Equality, Diversity and Human Rights Strategy currently being developed. All our key policing partners have responded positively to the proposed Strategy and the work that it will drive forward. The Strategy includes the introduction of equality standards (agreed locally using a national framework), work with staff associations and diversity staff support associations, active talent management in areas where representation and progression are of concern, and the application to the police service of the proposed new Equality Bill.
- 4.8 The Green Paper asked whether locally set equality standards should include local targets, for example on minority ethnic or gender recruitment, retention and progression. In keeping with our approach on increasing local responsibility, ambitious targets should be selected and set on the most important issues locally. The police authority will set the targets, which should be agreed with the force, and the target setting process must involve police officers, police staff and local communities. The Government regards it as important that police authorities carry out ambitious, realistic and consultative target setting. As the Green Paper proposes, national oversight will be maintained in particular via the HMIC 2010 *Workforce for the Public* inspection's coverage of equality standards.

4.9 This approach, which applies across under-represented groups, was set out in the Policing Minister's *Assessment of Minority Ethnic Recruitment, Retention and Progression in the Police Service*, published on 20 November. This further underlined the Government's commitment through the establishment of a Ministerial Steering Group which will have oversight of those issues. It will bring together leaders from policing partners and independent community members to oversee the progress of the proposals set out in that Assessment, including on Local Recruitment, Retention and Progression (RRP) Improvement Plans and other assistance to forces, and – as ACPO proposed – a tripartite oversight group on retention and progression and minority ethnic career tracking. The progression of minority ethnic and other under-represented groups will also be important in the reforms to chief officer appointments and other leadership issues in Chapter 3.

**OVERALL IMPACT OF CHAPTERS 3 AND 4 ON ROLES, LEADERSHIP, DEVELOPMENT AND DEPLOYMENT FOR...
...THE PUBLIC?**

Contact with the police at any level builds public confidence through consistently responsive policing – deployed to meet demand – and good customer service. Police officers and staff increase public satisfaction through their good, informed use of discretion. They reflect the diverse communities they serve and are focused on what the public – including all our diverse communities – want. The police clearly work together effectively with the other providers of local services. The public also have confidence that the police similarly deal well with issues of major crime and terrorism which, most of the time, are less visible.

...THE POLICE?

Police officers and staff get better and less bureaucratic feedback on their performance and development, helping them to do their job as well as possible. They will have more discretion in how to do

their job, and get the training and experience they need to exercise this discretion. Police officers and staff know that they are listened to by their managers and that managers are motivated by what serves the public best in making their decisions. Police leaders are developed, selected and appointed to have the skills they themselves have said they want the service to build up – including skills in partnership work and in the business of running a police force as a complex, public service organisation. It is clear that advancement is equally open to all police officers from whatever background.

MAJOR MILESTONES

Before end of 2008	Publication of the NPIA National Workforce Modernisation Programme Interim Report to share lessons learnt from demonstration sites.
	Good practice guide on shift patterns and deployment published.
January – March 2009	Deployment toolkit and comparative information on workforce mix published.
	Development of standards and methodology for 2010 HMIC Workforce Inspection.
April – June 2009	Joint Home Office, HMIC and NPIA workshops for forces to provide support on priority workforce areas.
	Implementation of 3-year Equality and Diversity Strategy and Equality Standards (following discussion with stakeholders).
2010	HMIC Workforce Inspection – <i>Working for the Public</i> .

Chapter 5 & 6:

Co-ordinating change in policing & reinforcing collaboration between forces

OUR VISION

There is a need to establish a clear framework for making **decisions at the right levels** because the current arrangements are less than ideal. The Home Office will take a more **strategic role** that will involve setting national minimum standards and providing the national leadership required to deal with strategic challenges. A new model for decision-making, based on clear principles will clarify when it is right for decisions to be made at the national, regional and local level, with a stronger role for the **National Policing Board (NPB)** in shaping decisions.

We will support Chief Constables, police forces and police authorities to work in the interests of regions and the country. We expect forces to continue to **collaborate to achieve** this and we will be reviewing the legal governance frameworks to ensure this is facilitated. In developing and applying a new decision-making model, we will consider **requiring collaboration** for those police forces where there is an operational and business imperative for decisions to be taken jointly at particular levels and in a consistent manner. Close collaboration across a range of business areas will be encouraged as an important first step for those exploring the possibility of voluntary merger.

KEY COMMENTS FROM THE CONSULTATION

- It is critical to ensure that the police can respond to serious, regional and national crime as well as to local

crimes and anti-social behaviour. Concern from some that the Green Paper might 'privilege' the local

- It was said that the general public want the police to have freedom to deliver locally and for the Government to support them nationally by setting national minimum standards
- The model for decision-making will determine whether decisions should be taken at the national, regional or local level, decided through the National Policing Board, which could include wider representation from Government departments and staff associations. ACPO should assist in deciding items of national level importance
- The NPB should maintain strong links with local Government to ensure joined-up working, but needs to define its relationship with other key bodies such as the Crime Reduction Delivery Board and the National Criminal Justice Board
- There is a need to ensure protection against 'top-slicing' / funding removed for national and regional goals
- There is a need for supra-force level co-ordination for Counter-Terrorism, Protective Services, and Border Control
- There was a general agreement that forces will be expected to collaborate where there is an operational and business imperative. Co-operation will be vital to avoid criminals taking advantage of gaps between forces
- It was suggested that a national border police service should be created to police the UK's borders. But others questioned whether the operational benefits from such a move had been clearly demonstrated, and raised issues around the costs and potential disruption of creating a new structure at a time when the UK Border Agency was still bedding in
- Police forces and authorities should work more closely with the UK Border Agency and other partners to explore opportunities for joint working, to ensure that a systems based approach to security is delivered at the border whilst maximising opportunities for efficiency savings

GOVERNMENT'S RESPONSE AND NEXT STEPS

- 5.1 Our vision for policing is founded on the need to deliver for the public at all levels - from the individual who has been the victim of a burglary in their neighbourhood, to the community under threat from organised criminal networks, all the way to the impact on wider society of a terrorist attack. This means implementing a balanced set of reforms that give the police service the freedom to tackle local priorities whilst, at the same time, ensuring that appropriate capabilities, capacity, structures and processes are in place to deal effectively with regional and national level priorities.
- 5.2 There was a theme in some of the responses to the Green Paper that the proposals within it were weighted too heavily towards the 'local'. These proposals should not, however, be seen in isolation. A number of existing mechanisms and programmes of work complement the new Green Paper reforms. Police Authorities, for example, already have an overall statutory duty to maintain an efficient and effective police force for their area. This means that police forces and authorities have a responsibility to tackle all crime, including the more serious end of criminality, the effects of which are felt locally. The Home Secretary sets out annual Strategic Policing Priorities for the police service in England and Wales. As in previous years, the new Strategic Policing Priorities for 2009/10, to be published shortly, will make clear the importance the Government attaches to improving protective services⁸, including tackling serious and organised crime and countering terrorism. Dealing with the most serious crimes often requires police forces to work together to deliver specialist capability more efficiently, or to give them the best possible opportunity to identify and mitigate the threat effectively. In recognition of this fact, there is an existing requirement for police authorities to collaborate where it is in the interests of efficiency and effectiveness.
- 5.3 The Government welcomes the broad agreement in the Green Paper responses that collaboration between police forces is the way to increase operational and organisational effectiveness in key areas of policing and secure better value for money. We also welcome the finding in the recent Home Affairs Select Committee Report⁹ which supported our approach to strengthening collaboration and requiring joint working where it proves necessary. We have been consulting with stakeholders on ways to bring absolute clarity to the legal and governance frameworks which facilitate and underpin such collaboration and will seek an early opportunity to bring forward the necessary legislation. Whilst we expect consensus to be reached in most cases, we propose to make the law clear about the Government's ability to require robust collaborative frameworks to be established, if this is considered necessary and in the public interest.
- 5.4 Also in terms of reinforcing collaboration, the Home Secretary has asked Her Majesty's Inspectorate of Constabulary (HMIC) to carry out a short piece of work with key policing stakeholders to explore further when it is right for decisions on particular policing functions to be made at the national, regional and local level; what appropriate delivery frameworks above force level would be needed to deliver these functions jointly; and to explore the respective roles of police forces, police authorities, national bodies (APA and ACPO) and the Home Office in this area. The Home Secretary has asked HMIC to report its findings to the National Policing Board early in 2009.
- 5.5 As set out in the Green Paper, the area of serious organised crime serves as a useful example of where organisational reform above force level, in the form of a clear and robust collaboration, is already facilitating improvements. Technological advances and increased mobility have served to provide new and attractive opportunities for

⁸ Protective Services include counter terrorism and extremism; serious organised and cross border crime; civil contingencies and emergency planning; critical incident management; major crime; public order; strategic roads policing; and protecting vulnerable people

⁹ Policing in the 21st Century (HC 364-1), published 10 November 2008

criminals and Organised Crime Groups (OCGs). There is now a continuum of harm caused by serious organised criminality that runs from our neighbourhoods to the national and international levels. This requires a continuum of effective policing response.

5.6 We will build on the already significant amount of excellent collaborative activity taking place between forces and amongst law enforcement agencies to tackle serious organised crime more effectively. An Organised Crime Partnership Board (OCPB) has recently been established, involving senior representatives from the police service, the Serious Organised Crime Agency, the UK Border Agency, HM Revenue & Customs, the National Policing Improvement Agency and the Home Office to provide an enhanced national focus for the delivery of a multi-agency response to serious organised crime. We will also establish a Ministerial Advisory Group, with cross Governmental representation, to sponsor the work of the OCPB and ensure that good progress is made in this vital area of policing.

5.7 A tripartite Protective Services Improvement Programme, supported by £35m of Government funding over the Comprehensive Spending Review period, is already taking forward a range of work to improve the effectiveness of a range of police protective services, including serious organised crime. We have decided that £3m of the £11m allocated to the Programme in 2009/10 will be used specifically to support forces' work on serious organised crime. This will include strengthening the operational response to serious organised crime through multi-agency task force pilots. This will build on the existing picture of Regional Intelligence Units and Regional Asset Recovery Teams described in the Green Paper.

5.8 As the Green Paper indicated, significant changes have already been made in respect of counter terrorism policing, including through the development of an integrated network of regional units (comprising what are known as Counter Terrorism Units and Counter Terrorism Intelligence Units, and the Counter Terrorism

Command within the Metropolitan Police Service). Under ACPO's national leadership, this Police Counter Terrorism Network is being further developed, including making improvements to tasking and co-ordination practices to improve effectiveness. We are in the process of refreshing the Government's strategic framework for tackling international terrorism (known as CONTEST), within which counter terrorism policing operates, which we aim to publish in the New Year.

5.9 In terms of the arrangements for policing at our borders, the Government welcomes the work that ACPO and others have contributed to helping shape this important debate. It is clear that there are further significant steps we can take to improve the effectiveness of policing at our borders to increase public security. We will pursue with the police service, as a matter of priority, a significant enhancement of the existing collaborative arrangements between forces, and between the police and the UK Border Agency (UKBA), and agree a set of practical proposals for improvements. These will build on the important changes announced last spring, and already making good progress, to develop closer working arrangements between the police and UKBA; the investment in technology through the e-borders and biometric visas programmes; and the further development of counter terrorism policing.

**OVERALL IMPACT OF COORDINATING CHANGE AND REINFORCING COLLABORATION IN POLICING...
...THE PUBLIC?**

The public will be reassured that the police have the resources, skills and understanding to deliver effective policing at all levels and that serious criminals are being tackled by all law enforcement agencies working together in a coordinated and seamless manner. Communities will be confident that when specialist policing resources are needed to tackle a problem they are ready to be deployed and are delivered in a cost-efficient way.

...THE POLICE?

Police officers at all ranks will be able to rely on robust and clear collaborative frameworks with other forces and law enforcement partners to deliver complex policing services that benefit the communities they serve and the public at large. Every officer will be able to actively contribute toward and consciously feel the benefit of a more integrated model of policing that delivers against serious criminal threats at the local, regional, national and international level.

MAJOR MILESTONES

November 2008	HMIC commences scoping work on Collaboration and decision making frameworks
Early 2009	Initial Findings and Recommendations on Next Steps are submitted to the National Policing Board for consideration
Subject to Parliamentary time-seek early opportunity to:	Introduce statutory guidance developed in key areas such as HR and procurement Introduce legislation used to underpin and support proposals for co-ordinated and consistent collaborative frameworks above force level
September 2008 – December 2009	Lessons learnt on collaboration are disseminated to police forces and police authorities via guidance notes, seminars and a dedicated website.

Chapter 7:

Improving performance in policing

OUR VISION

The Government and its partners in the police service and police authorities share the goals expressed in the new Public Service Agreements (PSAs) – to tackle crime and terrorism, improve criminal justice and raise confidence. There is a strong foundation of performance to build on in these areas, but also a clear need to carry on and make further progress. This chapter focuses on how performance will be supported and challenged in the future, with less reliance on top down targets than in the past, a greater role for local people and police authorities, a sharper role for the inspectorate, and a more strategic one for the Home Office. The result will be a system where delivery of the Government's PSAs on crime, terrorism, justice, drugs and alcohol will be secured with more local ownership of change, less micro-management and a system that is more strongly focused on public confidence.

KEY POINTS FROM THE CONSULTATION

- There was strong endorsement for the move to set individual force targets from central Government on only one issue, especially if it was backed up effectively by less interference from the centre and greater flexibility for forces and authorities to manage and respond to issues
 - The focus on local issues and confidence was welcome – but issues at regional and national level also needed to be dealt with
 - Flexibility at the local level would be essential if forces and authorities were to tackle the issues of most concern to local communities
 - Confidence is a very difficult thing to measure – clarity would be needed on how changes in confidence levels would be directly attributable to actions of the police
- It would be essential that all of this work ties in closely with Local Area Agreements which are the main means of agreeing local priorities
 - The Home Office and NPIA should urgently consider and articulate the potential 'unintended consequences' arising from the single target
 - Support for the intention to strengthen and expand the role of HMIC, so long as HMIC remains professionally staffed and led and retains its statutory independence

GOVERNMENT'S RESPONSE AND NEXT STEPS

- 7.1 Our proposals for improving performance management are founded on two principles: first, the purpose of performance management is to improve outcomes for the public and; second, performance should be managed at the level which best delivers those improved outcomes.
- 7.2 Central to these principles is the recognition that improving outcomes for the public is just as much about tackling local issues of Anti-Social Behaviour or volume crime as it is about tackling serious organised crime or countering the terrorist threat.
- 7.3 Real improvements in outcomes for the public will be best delivered by a police service that recognises there is no distinction between local and national – every crime happens in someone's community and affects the people that live there. It is the job of the service – working together with the public and Government – to tackle all these issues and ensure that performance is both well managed and constantly improving.
- 7.4 Our ambition – to ensure the police service is the very best it can be – is at the heart of our proposals to change the way in which police performance is assessed and managed. The service has already achieved a great deal, and in the Green Paper we paid tribute to the tireless work of all those involved in this. Police forces have proven that they can manage their own performance to great effect, and the time is now right to change the balance of the relationship between Government and the police service in assessing, monitoring and improving police performance – which is the focus of the rest of this chapter.

CHANGES FOR THE PUBLIC

- 7.5 The Green Paper put at its heart a new relationship between the public, the police and Government. In Chapter 1 we set out our vision for empowering citizens and improving the connection between the public and the police. The proposals outlined in this chapter show how changes in the relationship between Government and the police service support every police force and authority to focus on delivering for their local communities in response to the better connection they have with them.
- 7.6 In a more powerful way than ever before local people will have a clear link to those responsible for policing and will have the information and access to shape priorities, effect change and challenge performance.
- 7.7 We know from the Casey Review that the public want to have more information about what's happening in their local area, and how their local force is performing. Local performance will be communicated via local crime information and crime mapping and through greater use of community meetings.
- 7.8 The local pledge will clearly set out service standards, identify and set out locally agreed priorities and will provide contact details for local policing teams who will be the first point of contact when raising issues of concern.
- 7.9 The local accountability reforms set out in Chapter 1 will, for the first time enable people to elect a representative onto their local Police Authority. Directly accountable to local communities the Crime and Policing Representative will ensure local interests are identified and addressed, and will be accountable to the public for performance and service standards.
- 7.10 We propose that the directly elected representative would often Chair the local Crime and Disorder Reduction Partnership (CDRP), making sure that the success of partnership working continues and drives improvement in local services, and will have access to a new Community Safety Fund to help take that important work forward. As the Green Paper made clear, where there are already directly elected Mayors there will be no need for separate Crime and Policing Representatives.
- 7.11 People will be able to see how their local services are performing through the annual Comprehensive Area Assessment and delivery of the Local Area Agreements.
- 7.12 In Budget 2008, the Government launched the Public Value Programme to look at all major areas of public spending to identify smarter ways of doing business. This chapter's box on The Public Value Programme for the Police Service sets out how the approach set out in the Policing Green Paper, and finalised in this document, takes that forward for policing. This goes much wider the conventional approaches to efficiency, focusing on ensuring that the public get the value they want from the service, supported, for example, by the right local accountability structures and national back-up. This approach will increase the productivity of the police workforce, including by supporting forces in streamlining working practices. Work in other sectors, and by some police forces, suggests that this could deliver, over time, a 15% increase in productivity – this will be worth around £1 billion, equivalent to increasing the size of the police service by around 20,000 officers.
- 7.13 Through their significant performance successes in Operation QUEST - such as achieving substantial improvements in customer satisfaction, support to the public, and detection of crime - thirteen forces have helped to show what benefits can be achieved through rigorous focus on front line-led activity reform, underpinned by rigorous focus on the leadership and management behaviours needed to enable and underpin that. The Home Office, the National Policing Improvement Agency and HM Inspectorate of Constabulary will continue to support QUEST work in forces, and will build the lessons of QUEST into performance management frameworks and the ways in which officers and staff are developed and selected for promotion. The approach in the 2010 police workforce inspection will help to reinforce this focus.

THE PUBLIC VALUE PROGRAMME FOR THE POLICE SERVICE

Stronger local accountability

- Police authorities will be more directly answerable for their force's delivery of the best possible service using taxpayers' money. The Pledge in particular will mean that the public can clearly see the service they are getting.
- By March 2009 each Police Authority will have set an ambitious local efficiency and productivity target, and will hold chief officers to account for their performance in achieving this.

A much more robust inspection regime

- Inspection of Police Authorities, from April 2009, will look at performance on efficiency and productivity including based on their core duty 'to maintain an efficient and effective police force in their area' by setting ambitious local targets and challenging chief officers to account for their performance in achieving it.
- All forces will be inspected on value for money, but with particular focus on forces identified by risk and size.
- The workforce inspection in 2010 – *Working for the Public* – will take a rigorous look at six key elements of workforce management which all support improved productivity.
- A ladder of support and intervention for addressing under-performance in forces and authorities (see further below in this chapter).

Leadership

- The leadership strategy for the police identified the need to strengthen business management as part of overall skill set of police leaders, thereby ensuring sustainable change.
- Reforming the chief officer selection, appointment and removal system will allow information from inspections to play an important part in informing our assessments of chief officer performance.

THE PUBLIC VALUE PROGRAMME FOR THE POLICE SERVICE (*continued*)

Less bureaucracy, with better processes and IT

- Jan Berry's work with the frontline as the independent Reducing Bureaucracy Advocate will, for example, identify and critically analyse common processes undertaken by frontline officers – and suggest help for forces to improve the way these processes work.
- We are building on the success of piloting new crime recording standards, launched earlier this year, which cut crime recording for less serious crimes.
- The Government is providing better mobile IT to officers. We are developing convergence plans for police IT to provide the best possible support for police officers and staff in their work, and better information for the public.

Data to enable comparisons

- HMIC's work on developing individual force 'value for money' profiles will enable more effective benchmarking and comparability between forces to inform challenging force and authority inspections.
- The Policing Objective Analysis model, being developed by ACPO, will feed into HMIC's work on force profiles and provide improved data on the individual component costs of policing functions. This will be implemented from next April and will provide information on all forces for 2009/10.

Governance

- The Home Office with its partners will continue to challenge the service through the National Policing Board governance structure.
- The *Efficiency and Productivity Strategy for the Police Service* has been revised to ensure it drives the key themes in the Green Paper and reinforcing this in the mind of the service.
- We are sending a clear signal by proposing that the efficient use of resources remains one of the Home Secretary's key strategic policing priorities for 2009/10.

CHANGES FOR POLICE FORCES

- 7.14 Forces will have greater freedom and flexibility to manage their own performance. One top down numerical target, a reduction in central data requirements, significant improvements in technology, our continued commitment to cut un-necessary bureaucracy matched with improved leadership development for forces will ensure that they are better able to manage performance and deliver efficient and effective policing in their area.
- 7.15 We are delivering a balanced deal which delivers more freedom and flexibility, provides additional capacity and capability and raises expectations on what a good force should look and feel like.
- 7.16 Forces will need to demonstrate – to the public, to their police authority, to the Inspectorate and to Government – that they are tackling all of the issues that matter: from locally raised issues around Anti-Social Behaviour and volume crime to operational effectiveness, value for money, getting the right workforce mix or contributing effectively to serious cross force issues such as Counter Terrorism and protective services. They will have to demonstrate clearly that they are delivering good and improving performance and that they have clear plans in place for continuing to drive up service standards.
- 7.17 To support effective prioritisation, problem solving, and accountability, forces will need to continue to collect, share and analyse information about the issues facing communities. Though there will be a reduced requirement to share this data with central Government, there will be an increased expectation that forces and authorities will invest in ensuring that officers and staff at all levels understand the importance of using performance information to identify and help solve the problems that face local communities.
- 7.18 A key immediate challenge for forces is to ensure that front line officers and their supervisors feel the benefits of the changed regime in order that they are able to recognise that their performance improvement efforts should be focused on specific actions that will deliver for their local communities, rather than feeling that they are tied down by demands from central Government.

CHANGES FOR POLICE AUTHORITIES

- 7.19 Police Authorities have a hugely important job to do to ensure that the service continues to improve outcomes for the public and, with new directly-elected members, will have an even more important role than in the past. As the principal means through which communities will hold their forces to account, Police Authorities will need to develop their capacity and capability to ensure continuous improvement in the efficiency and effectiveness of their police force.
- 7.20 To do this Police Authorities will assess the risks and strategic threats facing their forces and communities and draw together neighbourhood, local, force wide and national priorities, match resources to these priorities and ensure that their forces deliver them efficiently and effectively. Police authorities must have the right capacity and capability. They will identify what their member, staff and process development needs are, strengthen their capacity and draw on best practice and standards as established with the APA as well as specialised advice, training and support from sources such as the APA, NPIA, IDeA and others. They will also draw on self assessment and peer to peer reviews to support this. As other elements of the performance management landscape have already started to change, the Government expects all Police Authorities to take immediate action to ensure they have begun this process of self-improvement, with a particular focus on preparing for the introduction of directly-elected members.
- 7.21 Helping Police Authorities to challenge themselves to deliver better results will be a key focus for Government. From April 2009 for the first time Police Authorities will be jointly inspected by HMIC and the Audit Commission across the full range of their activities. Inspections will provide objective and consistent information and assessments the authority, the public and the Home Secretary about how well each police authority is fulfilling its responsibilities, including how well they are challenging any poor performance by their force and identifying areas for improvement.

7.22 Where weak performance is identified police authorities will be expected to initiate remedial action to tackle them and develop their capacity, advising HMIC, the Audit Commission and the Home Secretary of the steps they are taking. Their progress in delivering the identified improvements will be monitored.

7.23 If Police Authorities persistently fail to achieve these improvements the Home Secretary, in consultation with HMIC, will direct a Police Authority – under powers in the Police Act 1996 – to take whatever action is necessary to address these weaknesses in the interests of the effective policing of an area. This may include the imposition of an external third party to work with the authority and the Home Office to help deliver the necessary changes.

CHANGES FOR HMIC

7.24 Making all of this work – and recognising that the new system challenges everyone with a stake in policing; from the public to forces to authorities and Government – requires an Inspectorate that is focussed on improving outcomes for the public, independent of both the service and Government and able to deliver the robust assessment and critique of performance that the public want and expect.

7.25 From April 2009 HMIC will shift from exerting professional influence over the service to providing public assurance about quality and standards. Focussing on the whole range of police business – from the local to the national and all points between – HMIC will take over responsibility for the analysis and assessment of police performance – using APACS and the National Indicator Set as the core data. Critically HMIC will be responsible for identifying performance issues and triggering appropriate support or intervention.

7.26 In ensuring HMIC is robustly independent it is important that it no longer leads on areas of work which could compromise its independence. Importantly HMIC will no longer lead Chief Officer performance appraisals. It will no longer lead the process for appointing senior officers, nor will it host the Senior Appointments Panel.

7.27 These responsibilities will shift to the Home Office – in the case of facilitating the Senior Appointments Panel and Honours and citations – or to the NPIA – in the case of advising on policy and supporting forces to develop and improve.

7.28 The annual Chief Inspectors' report will set out both an overall assessment of police performance and a clear programme of inspections for the year ahead. That report will challenge equally the service and Government to ensure the best possible outcomes for the public.

7.29 Inspections will fall into one of four categories: new planned inspection programme work – specifically workforce, Police Authority, Policing Pledge and Value for Money inspections; existing planned work – specifically detention in custody, protective services and serious and organised crime; risk based inspection work – using assessment of performance data to identify those issues and forces or authorities which require closer scrutiny; and work commissioned by the Home Secretary on specific issues or themes. Inspection teams will bring together a much wider range of expertise and will no longer rely so heavily on seconded police officers.

7.30 Inspections will look at performance in absolute terms, but also use comparative benchmarking (e.g. 'most similar forces'), for the first time offering the public a clear assessment of whether performance is below the minimum standard expected from all forces and authorities. Inspections will also explicitly engage with and consult local people to ensure assessments of performance reflect the experiences and views of local communities. Importantly new inspections will provide the public with an accessible rounded assessment of police performance. An annual report from the Inspectorate will set out their assessment of every force covering all key areas of policing responsibility – from crime prevention to criminal justice, standards of service to value for money – as well as highlighting service-wide issues.

7.31 HMIC's inspection and assessment process will also feed vital information on the delivery of policing services into the Comprehensive Area Assessment (CAA) for each locality. CAA, which will be introduced from April 2009, will be carried out jointly by the independent local service Inspectorates (including HMIC and the Audit Commission), ensuring high standards of expertise and impartiality. It will be a robust assessment that focuses more on outcomes, on citizens' experiences and perspectives, and on places and partnerships rather than just individual institutions. CAA is intended to back up improved local accountability and responsiveness to local people with the assurance and challenge of more risk-based and proportionate assessment and inspection.

7.32 When poor performance is identified on a particular issue or a range of issues – either through performance assessment or inspection – HMIC will notify the relevant force or authority. It will then be for the individual force or authority to take action to improve its performance within a timescale agreed with HMIC. Depending on the nature of the problem, that action may include external support commissioned from NPIA. At the end of that time period HMIC would reassess performance, again either through performance assessment or inspection.

7.33 If performance had not improved sufficiently then HMIC will be required to write publicly to the Chair of the Police Authority and the Chief Constable setting out the performance issues which have not been addressed – whether those issues be problems with the force or authority or both. This public interest letter will require the Police Authority to respond formally with a clear action plan for making the necessary improvements; this letter will be publicly available and will be copied to the Home Secretary. Both letters would be written with the public interest at their core – with the letter from HMIC setting out how the actions of the force/authority are failing its local communities, and the response setting out the steps that will be taken to resolve those issues in order to serve local people better.

7.34 If performance still fails to improve then, in consultation with HMIC, the Home Secretary will use statutory powers of direction to require the force or authority to take specific urgent remedial action. A failure to comply effectively with such directions will result in the Home Secretary using powers of intervention – specifically the removal of the responsible Chief Constable.

CHANGES FOR NPIA

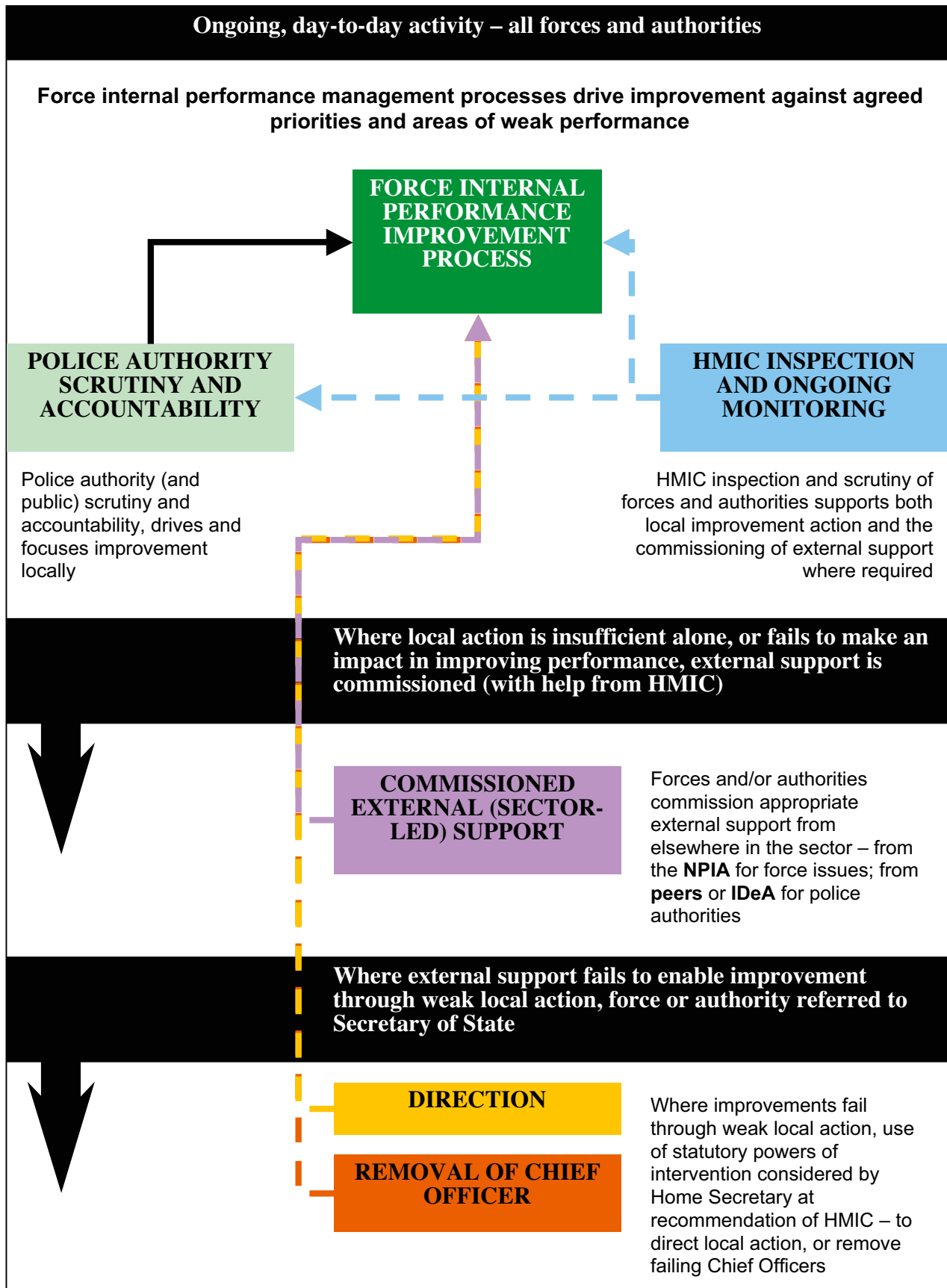
7.35 The NPIA will be refocused to support and assist the performance improvement process. Information on best practice, practical advice on how to improve delivery – including on effective performance management – and national oversight for improvements in technology, training and development will all be available from NPIA, giving forces and authorities a powerful resource to help them improve. Individual forces and authorities will be expected to commission that support where needed – preferably before significant problems emerge, but certainly after an adverse HMIC report.

7.36 At the core of this new role will be the creation of a flexible resource, primarily drawn down from approved/accredited practitioners in forces who could be called upon - under overall NPIA management – to assist forces/police authorities in improvement plans following new style HMIC inspections. Such a resource will, though, be underpinned by a permanent and irreducible core of experienced NPIA staff dedicated to coordinating improvement work with individual forces, ensuring the right levels of support are applied. This team would also be responsible for liaison with senior ACPO/police authority members in a force as well as maintaining close relations with HMIC.

CHANGES FOR THE HOME OFFICE

- 7.37 As well as changes in the role and profile of HMIC, the Green Paper signalled significant changes in the role of the Home Office in assessing and supporting police performance improvement.
- 7.38 The Home Office will no longer carry out ongoing performance assessments of police forces, nor publish annual assessments – in future these will be the responsibility of the Inspectorate. Likewise, the Home Office will no longer provide direct support to forces in order to help improve their performance – this will be NPIA's responsibility. The Home Office Police and Crime Standards Directorate, previously responsible for these activities, was phased out with effect from 14 November 2008.
- 7.39 Ensuring that the overall Government commitments set out in the Public Service Agreements are met by the police and its partners will remain the Home Secretary's responsibility, and the Home Office will therefore continue to monitor delivery of the PSAs and drive key national policies and actions to ensure that these important objectives are met. Delivering against the PSA commitments, whilst reliant heavily on the police service, is dependent on the contributions of a wide range of national and local partners.
- 7.40 Recognising the huge success of partnership working the Home Office and Ministry of Justice will continue to support partnerships including CDRPs/CSPs and LCJBs and will work to help them become more effective in delivering safer communities for the future. In doing so we recognise the important role of Government Offices who will provide a stronger regional focus for CDRP development and improvement based around the delivery of Local Area Agreement targets. The Home Office Crime Team in Wales will play a similar support role in relation to CSPs in Wales. LAAs do not apply in Wales, but the HO team will support CSPs in the delivery of their locally set targets.
- 7.41 Although its role in assessing police performance will be passed over to HMIC, the Home Office will continue to provide a hub for collection of data from the police service. Whilst the overall volume of data collected centrally will be reduced, data on key national priorities will continue to be collated. This data will continue to be shared with the police service and their partners through iQuanta in order to support comparative analysis of delivery between areas, and with the public in order to support the new accountability arrangements. In particular, although the Home Office will no longer make graded assessments under APACS, the APACS performance indicators will continue to be collected and shared, as these indicators show progress against key issues fundamentally important to all local areas, regardless of the relative priority of the moment.
- 7.42 The Green Paper recognised that police performance around counter terrorism called for a different approach to other areas of policing, on account of the national character of the issues and the relatively early stage of development of an appropriate performance framework in this area. The Office of Security and Counter Terrorism within the Home Office will further develop this framework to provide a meaningful method of assessing police performance in countering the continuing severe threat from international terrorism.
- 7.43 The Home Secretary will have oversight of the overall health of the new performance landscape, and the Home Office will develop new strategic functions which enable the Home Secretary to be assured of the effectiveness of the new arrangements– including the new functions that will be delivered by HMIC and NPIA. This will include the establishment of a communication programme to support practitioners during the period of change, allowing sharing of information about priorities, performance and changes in the landscape. In overseeing the implementation of the new landscape with partners, the Home Office will also emphasise the importance of further building performance management capability in forces and authorities where necessary.

**LADDER OF SUPPORT AND INTERVENTION FOR POLICE FORCES AND AUTHORITIES
HOW POLICE PERFORMANCE WILL BE IMPROVED**



CONCLUSION

Together these changes represent a powerful evolution of the way in which performance improvement will be secured in the future. They build on the successful approach of recent years and rightly place the emphasis for driving the next step change in police performance firmly in the hands of individual forces and Police Authorities, supported by expertise from the rest of the policing sector and an independent Inspectorate. More importantly, they place the focus firmly on driving improvement in the areas demanded by each individual local community.

WHAT DO THESE CHANGES MEAN FOR... ...THE PUBLIC?

Reassurance that local concerns will shape and challenge local performance. Certainty over who is responsible for the performance of their police service, matched with clarity about what happens when performance is not good enough. Performance managed at the level that best improves outcomes for the public. Each partner in policing focussing its energy and efforts on driving up performance on the issues that matter locally, and working together to tackle the serious issues at the regional, national and international level.

...THE POLICE?

Increased freedom and flexibility with a clear focus on both local and serious issues. Only one top down numerical target on confidence. Improved support and capability building from NPIA and IDeA. Robust independent inspection holding forces, authorities and Government to account for performance. Clear roles and responsibilities for each of the main partners in the policing world.

MAJOR MILESTONES

14 November 2008	PCSD phased out
From November 2008	New Police Authority inspection methodologies piloted
January 2009	Confidence targets set for each force
Spring 2009	New HMCIC appointed
April 2009	HMIC transition to new role
April 2009	Police Authority inspections begin
March 2010	First new format annual report published

List of respondents

NATIONAL ORGANISATIONS

- ACPOS and ACPO Women's Forum
- Association of Chief Police Officers (ACPO)
- Association of Police Authority Chief Executives
- Association of Police Authorities
- Association of Senior Female Police Staff
- Audit Commission
- British Association of Women in Policing
- British Chambers of Commerce
- British Ports Association
- British Security Industry Association
- BT Global Services
- Chartered Management Institute
- Chief Police Officer Staff Association
- The Children's Society
- Crown Prosecution Service
- Her Majesty's Inspectorate of Constabulary
- Her Majesty's Revenue and Customs
- The Howard League for Penal Reform
- Local Government Information Unit
- Ministry of Justice
- National Police Improvement Agency
- National Probation Service
- Northern Ireland Office
- The Oasis Project
- Police Federation of England & Wales
- Police Foundation
- Research in Motion
- Runnymede Trust
- Skills for Justice
- Serious Organised Crime Agency
- The Law Society

- The Scottish Government
- UNISON
- Welsh Assembly Government

LOCAL AND REGIONAL ORGANISATIONS

- Ashford Borough Council
- Association of Councils for the Thames Valley Region
- Association of North East Councils
- Barnsley MBC
- Basingstoke and Deane Borough Council
- Bolsover Crime and Safety Partnership
- Bracknell Forest Council
- Braintree Crime Disorder Reduction Partnership
- Brent Council
- Brentwood Crime Disorder Reduction Partnership
- Brighton and Hove Council
- Cambridgeshire County Council
- Carmarthenshire County Council
- Ceredigion Crime Safety Partnership
- Chesterfield Borough Council
- Chester-le-Street District Council
- Chiltern District Council
- City of York Council Labour Group
- Clowne Parish Council
- Coventry City Council
- Council of the Isles of Scilly
- Crofts Lea Neighbourhood Watch
- Cumbria County Council
- Dartford and Gravesham CDRP
- Dartford Borough Council
- Derby Crime Safety Partnership
- Derbyshire County Council
- Devon County Labour Group
- Durham County Council

LOCAL AND REGIONAL ORGANISATIONS (cont.)

- East Staffordshire Borough Council
- East Sussex County Council
- Eden District Council
- Ellesmere Port & Neston Crime Safety Partnership
- Elmbridge Crime Safety Partnership
- Epping Forest Council
- Epsom & Ewell Borough Council
- Erewash Crime Safety Partnership
- Essex County Council
- Hampshire County Council
- Hackney Community Independent Advisory Group
- Gwynedd Community Safety Partnership
- Havering Crime Safety Partnership
- Herefordshire Council
- Hertfordshire County Council
- Hertfordshire Crime Safety Partnership
- Hertfordshire Probation Area
- Horsham CDRP
- Howell Hill Residents Association
- Isle of Wight Council
- Kent County Council
- Kettering Borough Council
- Kirklees MBC
- Lambeth Business Against Crime Partnership
- Learning 2 Achieve
- Leeds City Council
- Lichfield District Council
- London Borough of Haringey
- London Communities Policing Partnership
- London Councils
- Loughton Residents Association
- Manchester City Council
- Mid Bedfordshire Community Safety Partnership
- Milton Keynes Crime Safety Partnership
- Mon Diogolel Safer Partnership
- Newark and Sherwood District Council
- Newham Council
- New Forest District Council
- Newcastle City Council
- Newcastle Lyme Borough Council
- Norfolk Council
- North Kesteven District Council
- North Lincolnshire Council
- North Port Talbot Crime Safety Partnership
- North Tyneside Council
- North Yorkshire County Council
- North Wales Community Safety & Substance Misuse
- North West Leicestershire District Council
- Northern Ireland Office
- Nottingham County Council
- Nuneaton & Bedworth Council
- Old Windsor Neighbourhood Action Group
- One Hull Crime Safety Partnership
- Oxford Safer Communities
- Reading Borough Council
- Richmondshire Crime Safety Partnership
- Rotherham Council
- Rugby Crime Safety Partnership
- Rushmoor Borough Council
- Safe Newcastle Crime Disorder Reduction Partnership
- Safer Gateshead Partnership
- Safer Guildford Partnership
- Safer Harlow Partnership
- Safer Hartlepool Partnership
- Safer Surrey Heath Partnership
- Safer Westminster Partnership
- Salisbury District Council
- Salford Crime and Safety Partnership
- Scarborough Borough Council
- Slough Borough Council

LOCAL AND REGIONAL ORGANISATIONS *(cont.)*

- Social Landlords Crime and Nuisance Group
- South Bucks District Council
- Spelthorne Borough Council
- St. Helens Council
- Staffordshire County Council Conservative Group
- Staffordshire Moorlands District Council
- Stevenage Borough Council
- Somerset County Council
- South Staffordshire Council
- Tameside MBC
- Tandridge District Council
- Team Ecclestone Solutions Ltd.
- Thurrock Crime Safety Partnership
- Tunbridge Wells Council
- Voluntary and Community Sector Partnership (Rochdale)
- Wakefield Labour Group
- Walsall Crime Disorder Reduction Partnership
- Warwickshire Borough Council
- Wandsworth Council
- Warwickshire County Council
- Windsor and Maidenhead Borough
- Westbury Town Council
- West Cumbria Partnership
- West Oxfordshire District Council
- Wigan District Council
- Wiltshire County Council
- Woking Borough Council
- Worcestershire Safer Communities Board
- Wrexham Crime Safety Partnership
- Wycombe District Council
- York Council
- Yorkshire and Humber Local Government
- Yorkshire and the Humber PA Committee

POLICE FORCES AND AUTHORITIES

- Avon and Somerset Police Authority
- Bedfordshire Police Authority
- British Transport Police
- Cambridgeshire Police Authority
- Cheshire Police Authority
- Cleveland Police Authority
- Cumbria Police Authority
- Derbyshire Constabulary
- Devon & Cornwall Constabulary
- Dorset Police Authority
- Durham Police Authority
- East Midlands Police Authorities
- Essex Police and Essex Police Authority
- Gloucestershire Police Authority
- Greater Manchester Police Authority
- Hampshire Constabulary
- Hampshire Police Authority
- Hertfordshire Police Authority
- Humberside Police Authority
- Kent Police Authority
- Lancashire Constabulary
- Lancashire Police
- Leicestershire Police Authority
- Lincolnshire Police Authority
- Merseyside Police Authority
- Metropolitan Police Service
- Norfolk Police Authority
- Northamptonshire Police Authority
- North Yorkshire Police Authority
- North Yorkshire Police
- Northumbria Police Authority
- Police Authorities of Wales
- Staffordshire Police Authority
- South Yorkshire Police Authority

POLICE FORCES AND AUTHORITIES *(cont.)*

- Suffolk Police Authority
- Surrey Police Authority
- Sussex Police Authority
- Thames Valley Police Authority
- Warwickshire Police
- West Mercia Police Authority
- West Midlands Police
- West Midlands Police Authority
- West Midlands Police Authority Group
- West Yorkshire Police Authority
- Wiltshire Police

