

## Executive summary

Effective policing is incredibly important to the daily lives of every citizen of our country, allowing them to live their lives in safety, confident that they are protected from crime and its effects, and that their security – national and local – is being looked after. As a public service costing £11bn a year and consisting of over 200,000 people, it is essential that we all play our part in helping the police to succeed. British policing, with the Office of Constable at its heart, is admired around the world for its excellence and its integrity; its operations and reforms have been studied internationally and British officers are stationed in over 30 countries, supporting and training forces in locations from Iraq to the Caribbean. Policing has undergone a transformation over recent years, responding to changes in the nature of crime and terrorism and to rising public expectations. It now has a more diverse workforce, in an increasing variety of new roles and specialisms, a strong culture of focusing on outcomes, and a whole range of new techniques and powers to deploy.

**This document is about how we can build on these foundations to further improve policing and the ways in which it can deliver for the public.** Its proposals, more than ever before, are based on ideas that have come directly from the public and police officers. Many of these ideas have been gathered through events organised by the independent *Review of Policing* led by Sir Ronnie Flanagan, Her Majesty's Chief Inspector of Constabulary,<sup>1</sup> and the *Engaging Communities in Fighting Crime* Review led by Louise Casey.<sup>2</sup> The formation of this document has also benefited hugely from the carefully prepared submissions supplied by the Association of Police Authorities (APA) and by the Association of Chief Police Officers (ACPO), as the professional leaders of the police service. This Green Paper responds to the challenges and recommendations contained in those reports and submissions.

The Green Paper focuses on seven key issues:

Chapter 1 is about the **local dimension**. It describes how the Government plans to build on the success of neighbourhood policing by giving the public more chance to drive local priorities and more information on what is being achieved. And it sets out proposals to improve the visibility and effectiveness of police authorities by allowing the public to elect a majority of their members directly from their communities.

This chapter is also about the related issue of **service standards to the public**. There is a great deal of evidence that, in too many parts of the country, the public think their interactions with the police often fall short of what they are used to in other public and private services. This is widely acknowledged to be one of the reasons the police do not have higher public satisfaction and confidence ratings and sometimes do not receive the

credit they deserve for their successes in reducing crime and tackling offenders.

**Neighbourhood policing** is starting to have a positive effect, and some innovative pilot work has shown how forces can rethink their business to be more efficient and give the public a more personalised service, for example by making appointments at a time convenient to the individual. Together with the service, the Government wants to build on good practice to deliver a national pledge that guarantees the public some key service standards from policing, in the way that now happens in health.

Chapter 2 sets out Government plans by which the police service can cut **bureaucracy and red-tape and use technology** to free more officers to focus on the issues that matter.

Chapter 3 discusses the **officers and staff** who make up the police service and who are the key to driving policing forward. It sets out the distinct and complementary roles of police officers, Police Community Support Officers (PCSOs), other police staff and the special constabulary. It outlines plans to **develop and support the leaders of the service**, including chief officers and frontline leaders.

Chapter 4 explains improvements to the **development and deployment of the police workforce** to deliver better for the individual customer, for all our communities and for the public in general. It sets out work to focus on customer service and to ensure that forces listen to the frontline about how to deliver. It outlines the Government's approach on equality and diversity, on deployment to match demand, and on the responsibility of authorities and forces to get the workforce mix that will deliver the best service for the public.

Chapter 5 sets out **what the Government will do to support these changes**. This covers what decisions the Government thinks need to be taken at national level, and the role of the National Policing Board in doing so, and sets out those issues which the Government will leave to local level and regional collaboration. It also endorses the ongoing importance (as highlighted in the ACPO submission to the Review) of the tripartite policing structure, through which the Home Secretary, chief officers and police authorities jointly provide a carefully balanced governance arrangement for policing.

Chapter 6 discusses the progress that has been made in working across police forces to improve 'protective services' – the subject of the 2005 Her Majesty's Inspectorate of Constabulary (HMIC) report on 'Closing the Gap' – and the further steps the

Government will take to encourage progress in **collaboration and co-operation between forces**. The chapter also sets out our approach to **counter terrorism policing**, from preventing people becoming terrorists to protecting the country and **policing its borders**.

Chapter 7 outlines plans for a radical reshaping of national **performance management** arrangements, through changes in the relationship between central government and police forces, and between police forces and their local communities. New Public Service Agreements (PSAs) set out the Government's national objectives, and Local Area Agreements (LAAs) represent agreed local priorities, but to support the service in

delivering the new Policing Pledge, **in future there will only be a single top down target for police forces - on improving public confidence** in whether local crime and community safety priorities are being identified and addressed.

Directly elected police

authorities will have a stronger role in holding their forces to account, backed up by HMIC acting as a fiercer advocate of the public interest.

This is a Green Paper, which means there are significant areas where the Government wants to hear fresh ideas from the public, police officers and staff, alongside other

areas where it is committed to action. In these areas, the Government would be grateful for the views of the public on how best to implement the proposals.

**The final chapter sets out, in more detail, how people can pass on their thoughts during the coming three month consultation period.**