

Police and Crime Panel – 29 January 2018

Update from the PCC on the Safer, Fairer, United Communities for Staffordshire 2013-18: Focus Priority: Modern Policing

Report of the Police & Crime Commissioner

1. Purpose of Report

This report is designed to update the Police and Crime Panel on the delivery of the Modern Policing priority of the Safer, Fairer, and United Communities Strategy for Staffordshire (the Strategy).

2. Recommendation

That the Panel note the update on the delivery of the Modern Policing priority from the Strategy and make comment as appropriate.

3. Context

The Police and Crime Commissioner's (PCCs) Safer, Fairer, United Communities Strategy 2017 – 2020 included a fifth priority, to build a modern police service, fit for a changing future, able to address existing challenges and new threats and harm that can potentially impact from local, regional, national and international activity.

The Strategy recognises the communities served by the police service and the issues they face are increasingly diverse and complex requiring different, more sophisticated responses. Staffordshire Police has to be able to respond to increased demand for services as well as the challenges of cyber-crime, domestic abuse, vulnerability, child sexual exploitation, serious and organised crime, terrorism and the more traditional crime types and anti-social behaviour.

These challenges cannot be addressed by policing alone. Both the Office of the PCC and Staffordshire Police have to work effectively with partners in Staffordshire and those at a regional and national level. They have to be easy to do business with, sharing information, skills and resources with partners to prevent and intervene early to deal with the root causes of problems before they become more complex and costly to address.

The PCC's strategy is reflected nationally in the National Policing Vision 2025 which the PCC has contributed to and supports.

Key elements of the vision include:

- The bedrock of policing being at a local level, increasingly focused on proactive and preventative activity;

- The need to develop more effective and efficient specialist capabilities so that new and more complex threats can be addressed, some of which, will be nationally and regionally delivered;
- Policing as a profession, with a workforce that is representative, with the right skills, powers and experience;
- The opportunities around digital technology, both in using it as a tool to provide better intelligence and join up systems between different partners and making it easier for the public to contact the police;
- Opportunities for business support functions to be delivered more efficiently and consistently and in partnership e.g. with the Fire and Rescue Service;
- The need to strengthen accountability arrangements, particularly at cross-force and national levels.

In delivering this priority, the PCC has set out a number of strands of activity:

- Enabling Staffordshire Police to deliver a local change programme;
- Providing the right resources to ensure an effective police service;
- Exploiting the power of new technology and leading on the connecting of data / information across the statutory sector;
- Assurance through governance and accountability.

4. Progress to Date

- Enabling Staffordshire Police to deliver a local change programme

The Chief Constable has developed a Blueprint for Change to ensure delivery against the five priorities in the PCC's Strategy. This will be supported by annual Policing Plans which detail the projects and other activities the force will undertake during the year in working towards the Blueprint.

The accountability of the Chief Constable to the PCC is assured through governance and performance management arrangements that have been revised to support the delivery of a change programme that impacts on everything the force does and to ensure close alignment between the respective plans of the PCC's office and the force.

The force projects combine to form a cohesive change programme, entitled SP25, which aims to fundamentally change the way the force operates. The Chief Constable presented this to the PCC in June 2017, who has agreed the programme and the delivery arrangements and will hold the Chief Constable to account for that delivery. The delivery plans incorporate Boeing Defence UK in providing the capacity and capability to take advantage of the best that technology can provide; particular focus is being applied to a new core policing platform that will support officers and staff in delivering their day to day activities, whilst also allowing for appropriate oversight and performance / demand management and the Connected Staffordshire programme led by the PCC that will provide the capability for data sharing, data analytics and data management across statutory services, so that people in Staffordshire can be supported effectively and efficiently by those services.

Following an initiation phase, the SP25 programme commenced implementation in August 2017 and will run for three years. By 2021, the new model will deliver annual savings of £6.4m, whilst enabling the force to deliver better outcomes for communities. The programme is overseen by a specialist programme team who are

responsible for ensuring the programme delivers to schedule, delivering the service and financial benefits specified.

Changes to the operating model include:

- Introduction of more efficient and effective force governance arrangements;
- The formation of a new directorate structure;
- New structures that provide for more effective local and neighbourhood policing, partnership working, customer contact and response policing, investigations; operational support and business support functions;
- A greater investment in place-based neighbourhood policing and partnership teams to support prevention, early intervention and public protection;
- The development of a resolution centre to deliver a more informed and streamlined response to non-emergency service requests, thereby reducing the demand on front line resources, so that they can be used more effectively;
- The introduction of centres of excellence to enhance capabilities in key areas of policing activity such as early intervention, crime prevention, offender/sex offender management, adult abuse, child abuse, economic, serious and organised and cyber-crime;
- The implementation of a new target information model, with technology that is fit for purpose;
- A rationalisation of the PCC-owned estate achieved through integration of services with partner agencies and new ways of working;
- Workforce planning to ensure the right people with the right skills are in the right place with the necessary development and wellbeing support;
- Leadership and cultural development programmes.

➤ Providing the right resources to ensure an effective police service

The SP25 Outline Business Case and Blueprint for Change have been presented by the Chief Constable to the PCC and agreed. The force is currently finalising the first of a series of annual Policing Plans which detail the year's activities to be undertaken both within the SP25 programme and as business as usual and the force will construct its budget on that basis. The Office of the Police and Crime Commissioner will work closely with force representatives to ensure that the medium term financial plan (MTFP) provides the right level of resources to deliver the programme and maintain effective policing services. There will be a savings requirement linked to the programme over the period of the MTFP.

➤ Exploiting the power of new technology

A range of IT projects have been established to support the delivery of the SP25 programme which will:

- Simplify, standardise and stabilise the IT estate;
- Significantly reduce the number of IT applications, including integrating core policing systems and creating an infrastructure that better supports data sharing;
- Replace outdated telephony systems with a unified communications solution, which supports agile working;

- Incorporate technology replaced through national IT programmes such as the Emergency Services Network;
- Enable more effective integration and management of data from a variety of sources (the PCC's Connected Staffordshire agenda).

Notable current projects include the new generation of body worn video cameras, which are now being rolled out across the force on a personal issue basis.

Staffordshire were at the forefront of this technology to improve transparency and deter crime and anti-social behaviour and the new version will bring enhanced image quality, improved functionality and speedier transfer and access to footage.

➤ Assurance through governance and accountability

The Police and Crime Commissioner has pledged that Staffordshire will be the most open and transparent police force in the country. This approach is intended to deliver greater confidence and credibility in policing, ensuring the force is responsive to local needs and issues.

The accountability of the Chief Constable to the PCC in the delivery of the changes taking place across the force has been assured through further developing the governance arrangements that both the OPCC and force, separately and together, have in place. The aim has been to positively support delivery of the change programme, whilst also providing for appropriate involvement, influence and reporting and performance management. These arrangements are in place and working, but will be adapted as necessary as the change programme moves forwards.

Matthew Ellis
Police and Crime Commissioner for Staffordshire

Contact officer: Ralph Butler
Job role: Head of Strategy & Change
Telephone: 01785 232437
Email: ralph.butler@staffordshire.pcc.pnn.gov.uk