



# Transforming the Police: Does Service-Led Mean Evidence-Led?

*10<sup>th</sup> International Conference on Evidence Based Policing  
10 July 2017, University of Cambridge*

**Chief Constable Sara Thornton CBE QPM**  
Chair, National Police Chiefs' Council



# Home Office Role in Reform

“Now it is up to you. When I became Home Secretary in 2010, I took the Home Office out of policing, because it is not the job of Whitehall to run policing. The Home Office doesn’t know how best to fight crime in your areas, you do.

The Home Office doesn’t know how best to coordinate the operational response between forces, chief constables do.

The Home Office isn’t elected by local people to decide police priorities and hold the force to account, police and crime commissioners are.

You are the operational leaders and the elected local representatives. You own policing, not me. This is the next stage of police reform. So over to you.”

**Rt Hon Theresa May MP, Home Secretary (Dec 2015)**



## Home Office Role in Reform

“...it is important to build on the opportunities presented by the transformation fund, to become a **self-reforming sector** that is horizon scanning for the long term.”

Rt Hon Brandon Lewis MP, Policing Minister (Sept 2016)





# Change in Policing



“Police departments are highly resistant to change and police officers often experience difficulty in implementing new programmes.”

-D. Weisburd & A Braga,  
*Police Innovation and the Future of Policing*, 2006





# Policing Vision 2025



**Local Policing**  
Local policing will be aligned, and where appropriate integrated, with other local public services to improve outcomes for citizens and protect the vulnerable.

**Specialist Capabilities**  
To better protect the public, we will enhance our response to new and complex threats, we will develop our network and the way we deliver specialist capabilities by reinforcing and connecting policing locally, nationally and beyond.

**Workforce**  
Policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements.

**Digital Policing**  
Digital policing will make it easier and more consistent for the public to make digital contact, improve our use of digital intelligence and evidence and ensure we can transfer all material in a digital format to the criminal justice system.

**Enabling Business Delivery**  
Police business support functions will be delivered in a more consistent manner to deliver efficiency and enhance interoperability across the police service.

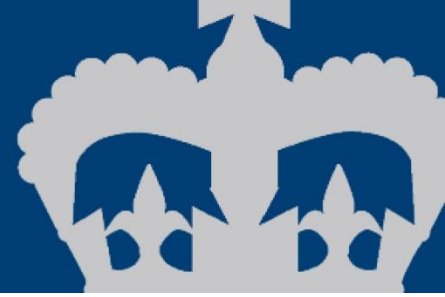


# Police Reform and Transformation



“Policing has shown that it is possible to take important steps forward in becoming a self-reforming sector at pace. The Police Reform and Transformation Board (PRTB) has shown leadership and drive in delivering two rounds of competed funding and real ambition in the publication of the National Policing Vision 2025... As the police led process for transformation evolves and matures, it is quite right that there is a move to greater commissioning through the PRTB to deliver larger projects for the benefit of all policing.”

The Rt Hon Amber Rudd MP, Home Secretary  
February 2017



# Evidence Based Management

“If we are ever going to get the ‘optimum’ results from our national expenditure on the NHS we must finally be able to express the results in the form of the benefit and cost to the population of a particular activity, and the increased benefit that could be obtained if more money were made available”



Cochrane AL. Effectiveness and Efficiency. Random Reflections on Health Services. London: Nuffield Provincial Hospitals Trust, 1972



# Target Outcomes

1. **Communities & Crime** – Increase in proactive and preventative policing interventions to protect citizens, support the vulnerable, and help build more cohesive communities

2. **Countering Threats** – The intelligent deployment of local resources and our networked specialist capabilities counters both current and evolving crimes to keep the public safe

3. **Citizen Experience** – Citizens receive a consistently high quality service across a seamless, modern channel set that integrates both digital and traditional methods

4. **Data** – We capture, analyse and share data at speed within police forces as well as between forces and partners which improves our decisions and service delivery

5. **Technology and Digital** – Core infrastructure, digital platforms and tooling enhance colleague experience & improve frontline services across policing & justice activity

6. **Enabling Services** – We have consolidated, professional back office services that maximise opportunities to share workload and achieve economies of scale across forces and other partners

7. **Integrated Delivery** – We deliver integrated services across police forces, external partners and international organisations to improve outcomes for citizens

8. **Workforce & Culture** – A diverse, motivated and capable workforce that evolves with service demands and builds the skills, behaviours and culture needed to succeed

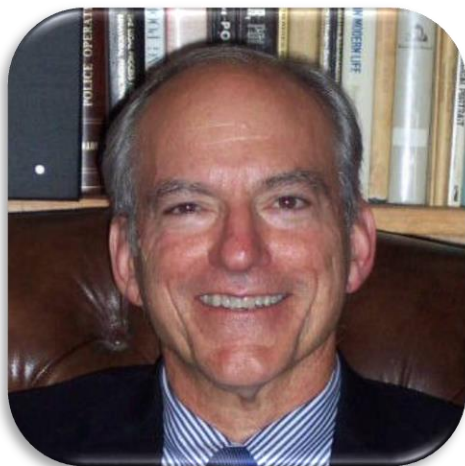


# Evidence Based Management

“Evidence-based management...entails a distinct mind-set that clashes with the way many managers and companies operate. It features a willingness to put aside belief and conventional wisdom, the dangerous half-truths that many embrace, and replace these with an unrelenting commitment to gather the necessary facts to make more informed and intelligent decisions.”



# Evidence Based Policing



UNIVERSITY OF  
CAMBRIDGE

“Evidence-based policing is a method of making decisions about “what works” in policing: which practices and strategies accomplish police missions most cost-effectively. In contrast to basing decisions on theory, assumptions, tradition, or convention, an evidence-based approach continuously tests hypotheses with empirical research findings.”

Sherman, L. (2013). The Rise of Evidence-Based Policing: Targeting, Testing, and Tracking. *Crime and Justice*

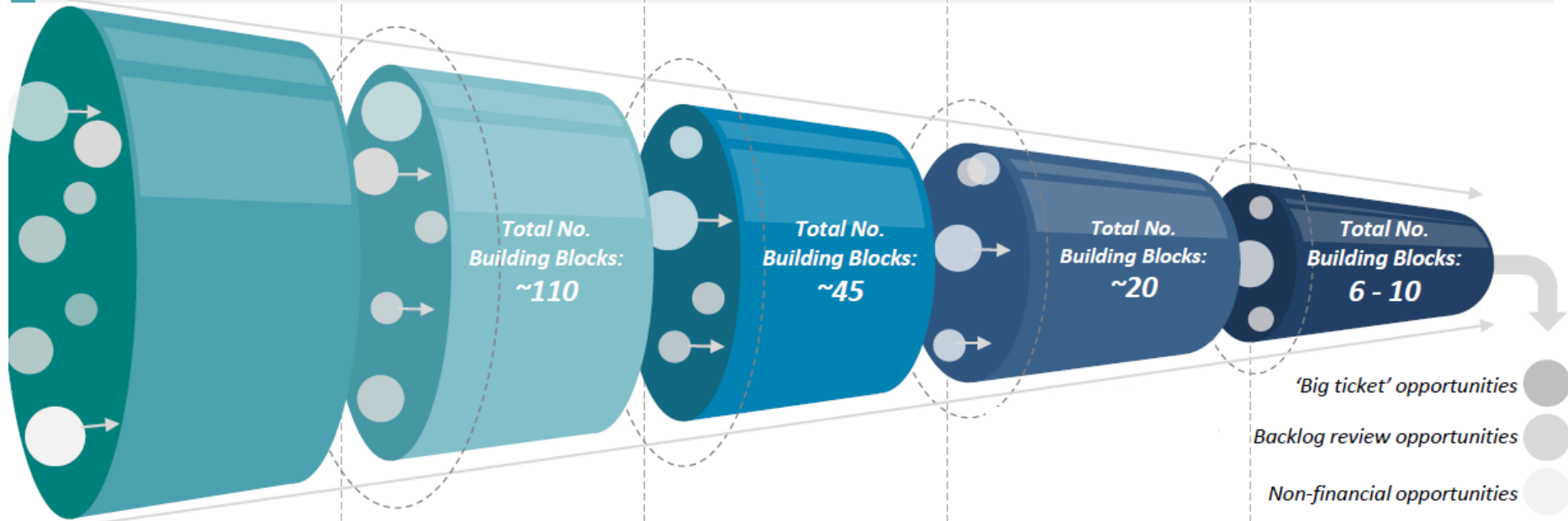




	Stage One	Stage Two	Stage Three	Stage Four	Stage Five
	Set Direction	Filter	Prioritise	Align	Recommend

Description

- |   |  |   |  |  |
|---|--|---|--|--|
| <ul style="list-style-type: none"> <li>Define 'top-down' strategic ambition of the target fund profile</li> </ul> | <ul style="list-style-type: none"> <li>Review each building block during SME workshops to identify the highest impact, national opportunities</li> </ul> | <ul style="list-style-type: none"> <li>Prioritise filtered list of blocks based on three key considerations: strategic fit, scale of impact and current maturity</li> </ul> | <ul style="list-style-type: none"> <li>Re-check prioritised building blocks against target outcomes</li> <li>Align portfolio as a whole</li> </ul> | <ul style="list-style-type: none"> <li>Develop commissioning briefs for building blocks that are recommended as part of the Target Fund Profile</li> </ul> |
|---|--|---|--|--|



Outputs

- |  |  |   |   |  |
|--|--|---|---|--|
| <ul style="list-style-type: none"> <li>1.1 Investment Principles</li> <li>1.2 Committed Spend Analysis</li> <li>1.3 Strategic Fund Profile Recommendation</li> <li>1.4 Anticipated Fund Profile</li> </ul> | <ul style="list-style-type: none"> <li>2.1 Scale Vs Impact Matrix</li> <li>2.2 Validation workshop approach</li> </ul> | <ul style="list-style-type: none"> <li>3.1 Prioritisation Framework</li> <li>3.2 List of priority building block recommendations</li> </ul> | <ul style="list-style-type: none"> <li>4.1 Strategic Alignment</li> <li>4.2 Vision Outcome Mapping</li> <li>4.3 Integrated Target Fund Profile</li> </ul> | <ul style="list-style-type: none"> <li>5.1 Commissioning briefs for 'big ticket' building blocks</li> <li>5.2 List of building block backlog opportunities &amp; non-financial support</li> <li>5.3 Sequencing Plan</li> </ul> |
|--|--|---|---|--|



# PRTB Priority Areas

- Specialist Capability Supply and Demand Mgt. Model
- Policing Data Strategy and Foundations
- Video Enabled Justice Platforms
- Reform and Transformation Support Capability
- Multi-agency Case Management Platform
- Knowledge Sharing Network Model

# Technology: Digital Policing Programme

1. **Digital Public Contact** - providing a simple, well known and reliable digital contact service between the public and the police.
2. **Digital Investigation and Intelligence** - enabling policing to protect the public through preventing and detecting crime in a society that is becoming increasingly digital.
3. **Digital First** - integrating digitised policing into the reformed Criminal Justice System, delivering the best service to the public.





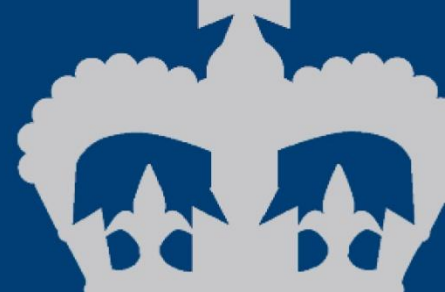
# Technology: PRTB Commissioned Programmes

- Identity Access Management and Productivity Services
- Security Operations Centre
- Cloud infrastructure (Data Storage and Networks)

	3* / 4** Year Investment	10 Year Benefits	ROI
SOC**	£52,159,461	£89,705,500	72%
IAM/Productivity Services**	£40,452,590	£99,022,878	145%
Cloud Infrastructure*	£10,000,000	£30,000,000	200%



# Specialist Capabilities



Total number of cyber-dependent crimes **unknown**

Attrition of cyber crimes throughout reporting and allocation process

**c. 2,000,000**

Crimes reported in CSEW

**18,113**

Crime reports received through Action Fraud

**3,322**

Crimes allocated by NFIB

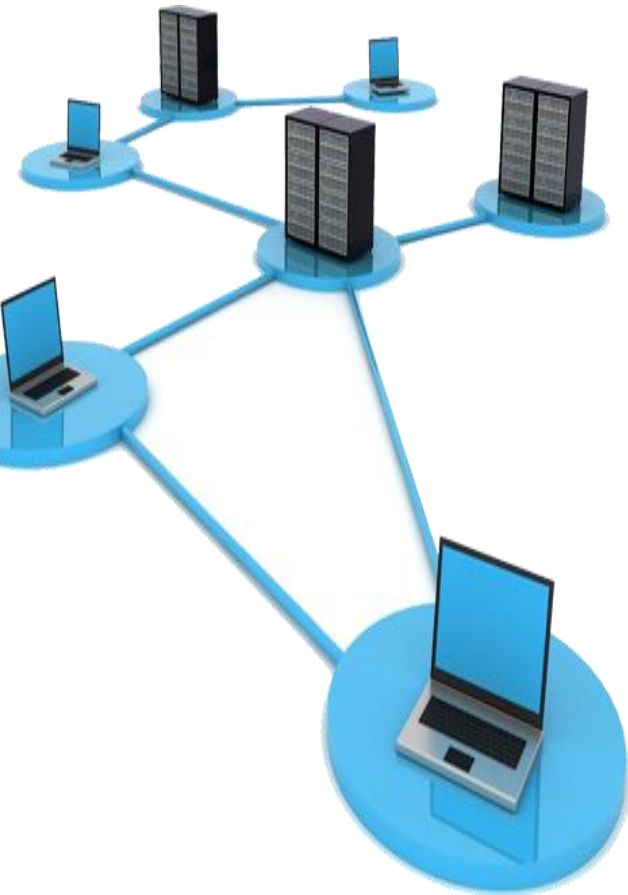
**1,152**

Crime reports tasked by forces

**415**

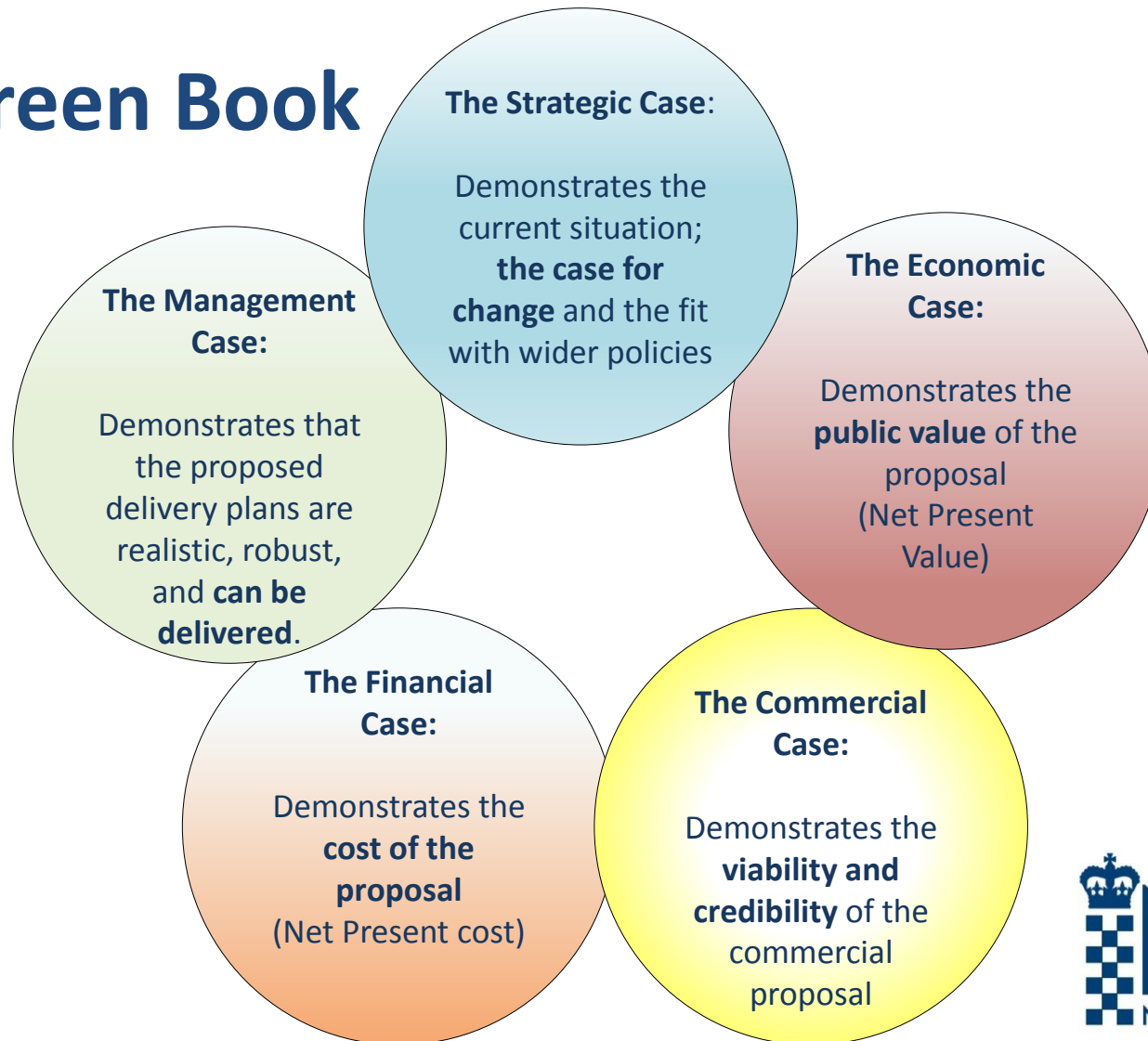
Investigations undertaken

# Specialist Capabilities



To set appropriate force, regional and national capability levels in response to cyber-dependent crime. This must create convergence in skills, process and technology, which will have application more widely in protecting the public from threats on the digital spectrum.

# The Green Book



# The Main Challenge

Driving a **unified change** programme across **86 sovereign bodies** who start from **different places**, do not share a detailed **understanding of the destination** and who exist in a normal state of **competitive rivalry**.







# Specific Challenges

- **Maintaining localism** – while tackling modern and global threats
- **Lack of capability to ‘self-reform’** – reliance on consultancy
- **Defining the benefits** – where do costs fall and benefits accrue?
- **Legal ambiguity** – no single point of accountability
- **Poor agility** – bureaucracy in governance to obtain wide “buy in”
- **Crowded change landscape** – allows selectivity by forces:
  - *Operational* (responding to austerity, working with local partners)
  - *Regional* (collaborating for economies of scale)
  - *National* (digital infrastructure)



# Considering Future Options

- **Politically Challenging Options:**
  - *Fewer, larger forces*
  - *Greater Home Office direction with power to mandate*
  - *Stronger regulation requiring more uniformity*
- **Refining the Current System:**
  - *Building central change capacity and capability using Police Transformation Funding*
  - *Coalition of the willing*
  - *Networked Policing – “mutual mindset” that agrees rules and changes culture*
- **New Thinking**
  - *Private sector – faster implementation, minimising risk but paying a premium*
  - *Structural change – a new policing organisation to deliver national change*



# Draft Policing Professional Profile: Police Constable

“Increasingly constables are individually responsible for determining, applying and evaluating practice based on the best available evidence, known as evidence-based policing.”



**College of  
Policing**



# Evidence Based Guidelines

## Two pilot areas:

- Officer Safety
- Investigative Interviewing

Evidence reviews going to the College of Policing Guidelines Committee





# Transforming the Police: Does Service-Led Mean Evidence-Led?

*10<sup>th</sup> International Conference on Evidence Based Policing  
10 July 2017, University of Cambridge*

**Chief Constable Sara Thornton CBE QPM**  
Chair, National Police Chiefs' Council

