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Call for Evidence (Phase 2)

February 2021

Introduction

In September 2019 the Police Foundation launched a major, independent Strategic Review of Policing in England and Wales, the first of its kind in many years. The Review is examining how crime, fear of crime and other threats to public safety are changing and assessing the ability of the police to respond, both at present and over the coming decades. The Review is chaired by [Sir Michael Barber](https://www.deliveryassociates.com/who-we-are), assisted by Sir Bill Jeffrey (as vice chair) and guided by an Advisory Board, which includes former senior police officers, politicians and leading academics.

The overall aim of the Review is to set a long-term strategic vision for English and Welsh policing and present substantial recommendations for a modern service capable of meeting the challenges of the 21st century.

More specifically, the Review is considering:

* What the police mission should be, looking in particular at the public’s expectations of the police.
* The capabilities and resources the police service needs to achieve this mission.
* The future police workforce, including the roles, responsibilities, skills and knowledge of police officers and staff.
* How the police service should be structured and held to account, locally, regionally, and nationally.
* How the police service should work with other sectors to deal with complex social problems.
* How much funding the police service requires and how this should be allocated.

[Read more about the Review](https://www.policingreview.org.uk/)

[Read the Review’s Terms of Reference](http://www.police-foundation.org.uk/project/strategic-review-of-policing/)

Call for Evidence

Two phases of work will inform the Review’s final report and conclusions.

We have already completed Phase One. [Read the final report](https://www.policingreview.org.uk/wp-content/uploads/phase_1_report_final-1.pdf.).

Phase One looked at **the challenge**the police service should be designed and prepared to face over the coming decades. This included:

* Examining the changing nature of crime, threats to public safety and ‘demand’ on the police.
* Understanding contemporary public and societal expectations of the police service.
* Considering the fundamental principles that should define the police mission, remit, and purpose in the current context.
* Assessing the likely implications of predicted societal change for public safety and the police service.

We are currently working on Phase Two which will look at the (broadly defined) **capabilities** the police will need to meet these challenges. This will include their workforce, relationship with the public, accountability mechanisms, structures, and resources.

**This Call for Evidence relates to Phase Two of this work only**.

In this Call for Evidence we invite **all interested parties**, both from within and outside policing, to provide written submissions in response to a set of consultation questions. The intention is to collect evidence, insights, arguments, and perspectives which (sitting alongside a programme of secondary research, key informant interviews and commissioned ‘insight’ papers) will inform the Review’s final report to be published in October 2021.

The Call for Evidence invites responses to ten questions. For each question we also include several more detailed sub-questions or points for consideration, which respondents may wish to focus on in framing their response.

The questions cover the following six areas:

* **Legitimacy and confidence**
* **Prevention and collaboration**
* **The future police workforce**
* **Resources (funding and technology)**
* **Organisational structures**
* **Governance**

Instructions for respondents

Respondents are invited to submit information, commentary, views, and arguments in response to **one, some or all of the questions** using the form provided on the following pages.

We welcome responses to **any question from any respondent**.

The boxes provided for your responses can be expanded to accommodate additional text. As a guide, please try to limit your response to a **maximum of around 2,000 words per question**.

You are welcome to submit additional documentation or provide links or citations to relevant material to support your response. If doing so, please be clear about how the material relates to the question or your response and be specific about the location of relevant content within the supporting or referenced material.

In the final section you will be asked for permissions with regard to crediting your submission, attributing responses, and potential further contact.

Once completed, please submit your response by email to **strategicreview@police-foundation.org.uk.**

The closing date for submissions is **12h April 2021.**

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| 1: Legitimacy and confidence  |
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| **Q1: How would you assess the state of public trust and confidence in the police?**You may wish to refer to the public as a whole and/or to particular groups, such as victims of crime, people with particular needs, Black Asian and Minority Ethnic groups or other minority groups. |
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| **Q2. What should be done to improve police legitimacy, especially among those communities who have less trust and confidence in the police?**You may wish to refer to specific examples of initiatives here or around the world that have improved public confidence in the police. |
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2: Prevention and collaboration

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| **Q3:** **What more should be done to prevent crime and who should be responsible for crime prevention?**You may wish to address what the role of the police should be in crime prevention, alongside that of other actors and agencies.  |
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| **Q4:** **How can the police work with communities to prevent crime and keep the public safe?**You may wish to comment on:* How local communities should be engaged in tackling crime.
* How the major policing and crime reduction priorities in a community should be determined.
* The role of organisations such as Neighbourhood Watch and how this might evolve in the future.
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| **Q5:** **How should the police work alongside other public agencies, businesses and organisations to keep communities safe?** You may wish to comment on:* How the police work with local government and health and social services and whether existing partnership arrangements are fit for purpose.
* How the police might work with charities and third sector groups.
* How the police might work with the private sector.
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3: The future police workforce

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| **Q6:** **How should the future police workforce develop in the future?**You may wish to reflect on:* Existing skill gaps and the skills and knowledge that police officers and staff will require in the years ahead.
* How the police service should recruit the people it needs.
* The introduction of the Policing Education Qualifications Framework (PEQF)
* How the learning and development of police officers and staff should be improved.
* How the diversity of the police workforce can be improved.
* What can be done to promote wellbeing at work for police officers and staff.
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4: Resources (funding and technology)

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| **Q7. How should the police service be resourced to meet the challenges of the 21st century?**You may wish to comment on:* Whether the police service has the resources it needs to meet the challenges ahead.
* The current police funding model – including the central government grant, the police precept, and the Transformation Fund – and whether it is fit for purpose.
* Whether the current levels of remuneration for police officers and staff are adequate.
* Whether the system for determining police remuneration is fit for purpose.
* Whether the police service is delivering value for money and ways in which value for money could be improved.
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| **Q8. How can policing make the most of new technologies?**You may wish to refer to:* Whether the state of police information technology is fit for purpose, providing examples of successes and areas of concern
* The most important technologies that policing will need to make use of in the years ahead
* The way in which police technology is procured and whether this system is fit for purpose
* The ethical implications of the police use of technology and how these ought to be managed
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| 5: Organisational structures |
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| **Q9:** **How should the police service be organised at a local, regional, and national level?**You may wish to comment on:* Whether policing capabilities are currently sitting at the right levels (local, regional and national).
* The 43 force structure and whether it is fit for purpose.
* Lessons from other models such as the creation of Police Scotland.
* Whether existing collaboration arrangements are fit for purpose.
* The roles and responsibilities of national institutions including (but not limited to) the National Police Chiefs’ Council, the Association of Police and Crime Commissioners, the College of Policing and the National Crime Agency.
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| 6. Governance |
| **Q10:** **How should the police service be governed and held to account?**You may wish to reflect on whether the current system is working effectively and what changes you think should be made to it. Specifically you may wish to comment on: * The role of Police and Crime Commissioners.
* The role of directly elected Mayors.
* The role of Police and Crime Panels.
* The role of the Home Office.
* The role of Her Majesty’s Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) and the Independent Office of Police Conduct.
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Respondent details and preferences

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| This response is submitted by/on behalf of (name of individual, group or organisation): |
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| I agree that the individual, group, or organisation named above can be listed as a respondent in the Review’s reporting. |
| *Delete as applicable:* **Yes / No** |

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| I agree that the views and information provided in this submission can be attributed to the individual, group, or organisation (named above), including in the form of direct quotations, within the Review’s reporting. |
| *Delete as applicable:* **Yes / No** |

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| I am happy for the Police Foundation to contact me in relation to this submission, (for instance for clarification or further information). |
| *Delete as applicable:* **Yes / No** |
| If yes, please provide contact details (email preferable) below. |

Please submit completed forms and any questions regarding this Call for Evidence to **strategicreview@police-foundation.org.uk**by **12th April 2021.**