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Appendix A

Independent Police Commission Recommendations

1. The social purpose of the police should be enshrined in law, with the national statement of purpose for Police Scotland having much to commend it as a model for enacting a legislative purpose for the police in England and Wales.
2. A Local Policing Commitment is introduced to protect visible, locally responsive policing. The Commitment will be subject to further discussion but should include the following:
 - (a) a guaranteed minimum level of neighbourhood policing;
 - (b) emergency response or an explanation of why this demand will not be met or can be met by other means;
 - (c) requests to the police for assistance, or reporting a crime will be met by a commitment to appropriate response times;
 - (d) reported crime will be investigated or an explanation given of why this is not possible;
 - (e) victims will be regularly updated as to the progress of the investigation; and
 - (f) those coming into contact with the police whether they be victims, witnesses, offenders or complainants will be treated with fairness and dignity.
3. Police and councils should involve ordinary citizens and those in key occupations in dealing with conflict, crime and anti-social behaviour.
4. Improve the relationship between the police and the criminal justice system by:
 - (a) The College of Policing should review and **improve the quality of police training in criminal law and criminal procedure**, including the rules of evidence and the role of police officers and police work in the criminal justice system;
 - (b) All forces should **move rapidly towards enabling the electronic submission of case files** to courts and prosecutors;
 - (c) The Home Office should **set out a coherent set of principles for dealing with offenders and offending outside the criminal justice system** with a view to improving public confidence in such disposals.
5. The success of the Crime and Disorder Act 1998 is built upon by protecting and extending the statutory arrangements that the Act put in place and the commission recommends a considerable strengthening of police accountability at the so-called Local Policing Unit (LPU) which is where Community Safety Partnerships generally operate.
6. Work is undertaken to develop a third party agency to act as a portal for the reporting of online crime, which is supported by the industry, banking and corporate social responsibility from affected businesses.

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7. When considering whether to outsource areas of police operation, PCCs and other stakeholders should adhere to the following principles:
 - (a) How policing services are provided is a matter for democratic debate and political choice;
 - (b) The coherence and effectiveness of policing should be enhanced rather than undermined by private sector involvement;
 - (c) The use of the legal powers of the warranted constable should only be exercised by the public police;
 - (d) Functions that rely on trust and legitimacy should normally be carried out by the public police;
 - (e) The symbolic function of the police as guarantors of social order and legitimate governance should not be undermined.
8. Local democratic accountability is an important value that needs to be defended and extended.
9. The PCC system is systematically flawed as a method of democratic governance and should be discontinued in its present form at the end of the term of office of the 41 serving PCCs.
10. The Commission proposes to further democratise decision-making over policing by devolving greater powers to lower tier local authorities. Four key measures are proposed to achieve this:
 - (a) **The introduction of a legal requirement on the police to organise internal force boundaries in ways that are coterminous with the lowest relevant tier of local government;**
 - (b) **Legislating to give local government a say in the appointment of local police commanders;**
 - (c) **Enabling lower tier local authorities to retain at least some of the police precept of the council tax which they will then use to commission local policing from their force. This funding would be ring fenced to fund the police service and could not be diverted into other local authority services;** and
 - (d) **Giving those same lower tier local authorities the power to set priorities for neighbourhood policing, the local policing of volume crime and anti-social behaviour, by formulating and agreeing with local police commanders policing plans for their town, city or borough.**
11. At a force level a Policing Board comprising the leaders of each local authority within the police force area is given power to set the overall budget for the police force area, appoint and dismiss the chief constable and formulate and agree the force level policing plan setting out the strategic priorities for the force.
12. Two other options should also be considered: relocating the powers and budgets held by the PCC so that they are jointly exercised by an elected chair and indirectly-elected local Policing Board; or transferring to a directly-elected local Policing Board their powers of priority-setting, community engagement,

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commissioning services and developing close relationships with other criminal justice and community safety agencies.

13. Police forces should consider establishing 'participatory budgeting units' in order to ensure greater involvement of local communities in allocating local policing resources.
14. The Winsor aspiration of enhancing the status of policing to a profession is endorsed.
15. The new starting salary for police constables is rejected, with the salary set at a level commensurate with qualifications and experience.
16. The setting up of an independent review of the effects of the Winsor recommendations within two years of their implementation.
17. Implementing models of working which embed 'procedural fairness for all' in the routine operation of police organisations – police officers and staff should be treated as a vital resource not as simply objects of reform.
18. Make greater use of the powers in the 2006 and 2010 equalities legislation with a view to correcting the poor representation of women and ethnic minorities in the police.
19. Staff with key skills such as crime scene investigators, crime analysts and specialist cybercrime investigators should have a route into the service via lateral entry.
20. Creating a 'chartered police officer' as the basis of the police profession, with officers registered with the College of Policing.
21. The College of Policing would hold and make publicly available the register of all chartered practitioners.
22. There should be open, public hearings for decisions on serious misconduct.
23. Officers found to have committed serious misconduct would be struck off the register by the College of Policing.
24. The professional body's primary line of accountability should be both to the Home Secretary and Parliament.
25. A Code of Ethics for officers and staff should be introduced following consultation on the draft produced by the College of Policing.
26. The relationship between the media and the police must be improved by:
 - (a) New media guidelines which re-build trust and confidence and encourage, not restrict, two-way openness and contact; and

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- (b) Streamlined and minimal requirements to record but not restrict contact with journalists.
27. Establish a publically available register of police practitioners.
 28. HMIC and the IPCC are abolished and replaced by the creation of the IPSC.
 29. A power to impose an improvement framework on forces where key standards fall below an acceptable standard should be established.
 30. The College of Policing would have responsibility for managing new 'profession competence and conduct panels'.
 31. The IPSC would be the 'prosecution authority' for serious complaints.
 32. The present structure of 43 forces for England and Wales is no longer cost effective and three options should be considered further:
 - (a) Locally-negotiated mergers and collaboration agreements: actively encouraging forces to group together and supporting voluntary amalgamations, enhanced cooperation learning best practice lessons from the bottom-up;
 - (b) Regionalisation: A coordinated amalgamation into approximately ten regional police forces;
 - (c) National Police Service: The creation of a single national police service (Police England and Wales) or two separate forces (Police England and Police Wales).
 33. The development of a national procurement strategy co-ordinated by the Ministry of Justice and Home Office for IT, non-IT consumables and forensic services to secure integration, common standards and value for money.
 34. Every force provides all officers and operational staff with all 19 basic technology operating system capabilities (as set out by HMIs in 2012 in 'Taking Time for Crime').
 35. Ensure officers can access intelligence remotely through a single integrated platform.
 36. Urgent attention is given to ensuring the quality of forensic service provision meets operational requirements.
 37. The following public service interest tests are applied to procurement:
 - (a) **consultation** - police officers, staff, stakeholders and local people should be consulted prior to any final decision being taken;
 - (b) **responsibility** – consideration should be given to: whether police forces have the necessary skills to procure effectively and ensure quality compliance? Are forces dependent upon a small range of suppliers? Have allowances been made

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for possible unforeseen changes in the landscape of policing such as, for example, further budget cuts? Have forces used their collective bargaining power to advance wider policing and social goals such as positive action initiatives to encourage employment of black and ethnic minority (BME) staff? Have forces ensured their contractors are being paid a living wage?

(c) **transparency** – has there been sufficient transparency to ensure that the public interest is being protected? Commercial confidentiality is clearly important, but it must not be allowed to stand in the way of getting best value out of scarce public resources;

(d) **risk assessment** - have the values and practices of fair and effective policing been preserved?

(e) **accountabilities** – are staff contracted to work for the police to be subject to the same processes for remedying misconduct as sworn officers?