



ARCHIVED - Archiving Content

Archived Content

Information identified as archived is provided for reference, research or recordkeeping purposes. It is not subject to the Government of Canada Web Standards and has not been altered or updated since it was archived. Please contact us to request a format other than those available.

ARCHIVÉE - Contenu archivé

Contenu archivé

L'information dont il est indiqué qu'elle est archivée est fournie à des fins de référence, de recherche ou de tenue de documents. Elle n'est pas assujettie aux normes Web du gouvernement du Canada et elle n'a pas été modifiée ou mise à jour depuis son archivage. Pour obtenir cette information dans un autre format, veuillez communiquer avec nous.

This document is archival in nature and is intended for those who wish to consult archival documents made available from the collection of Public Safety Canada.

Some of these documents are available in only one official language. Translation, to be provided by Public Safety Canada, is available upon request.

Le présent document a une valeur archivistique et fait partie des documents d'archives rendus disponibles par Sécurité publique Canada à ceux qui souhaitent consulter ces documents issus de sa collection.

Certains de ces documents ne sont disponibles que dans une langue officielle. Sécurité publique Canada fournira une traduction sur demande.

Chief Constable Sara Thornton CBE QPM

Evolution of Policing

Summit on the Economics of Policing, Ottawa

16-17 January 2013



History of British Policing



Government Visions of Policing



“The main job of the police is to catch criminals.”

Michael Howard MP (Home Secretary, 1993 – 1997)

A Police Service for the 21st Century. *Police Reform White Paper*. June 1993

“To build a safe, just and tolerant society in which the rights and responsibilities of individuals, families and communities are properly balanced...”

Home Office Statement of Purpose 1997

Under Labour Home Secretary Jack Straw (1997 - 2001)



“I couldn’t be any clearer about your mission: it isn’t a thirty-point plan; it is to cut crime. No more, and no less”

Theresa May MP (Home Secretary), National Policing Conference, Manchester, 29 June 2010

Evolution of Policing

- Political Reform
- Improved Policing
- Efficiency and Budgets
- Reputation, Values & Professionalism



Political Reform



“The last great unreformed public service. We shouldn't treat them with kid gloves just because officers do a brave job: we need radical police reform to help cut crime.”

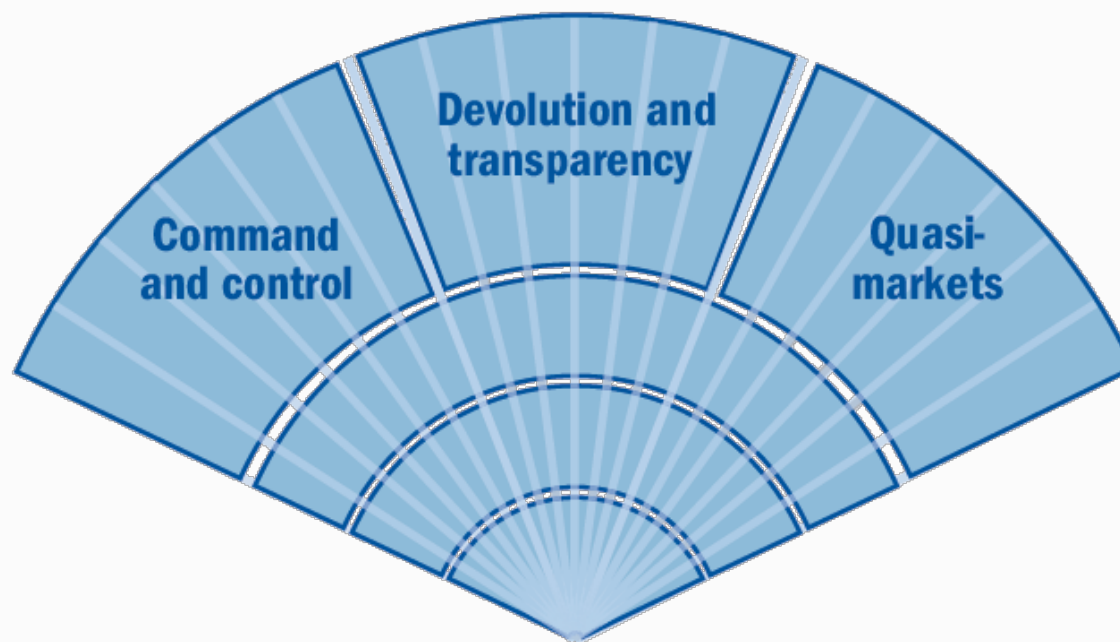
David Cameron MP

(as leader of the opposition)

2006, “mini manifesto” (advertisement). The Sunday Telegraph, 1 Jan

Political Reform

Three choices for large-scale system reform



Barber, M, 2007. *Three Paradigms of Public-Sector Reform*. London: McKinsey & Company.

Political Reform

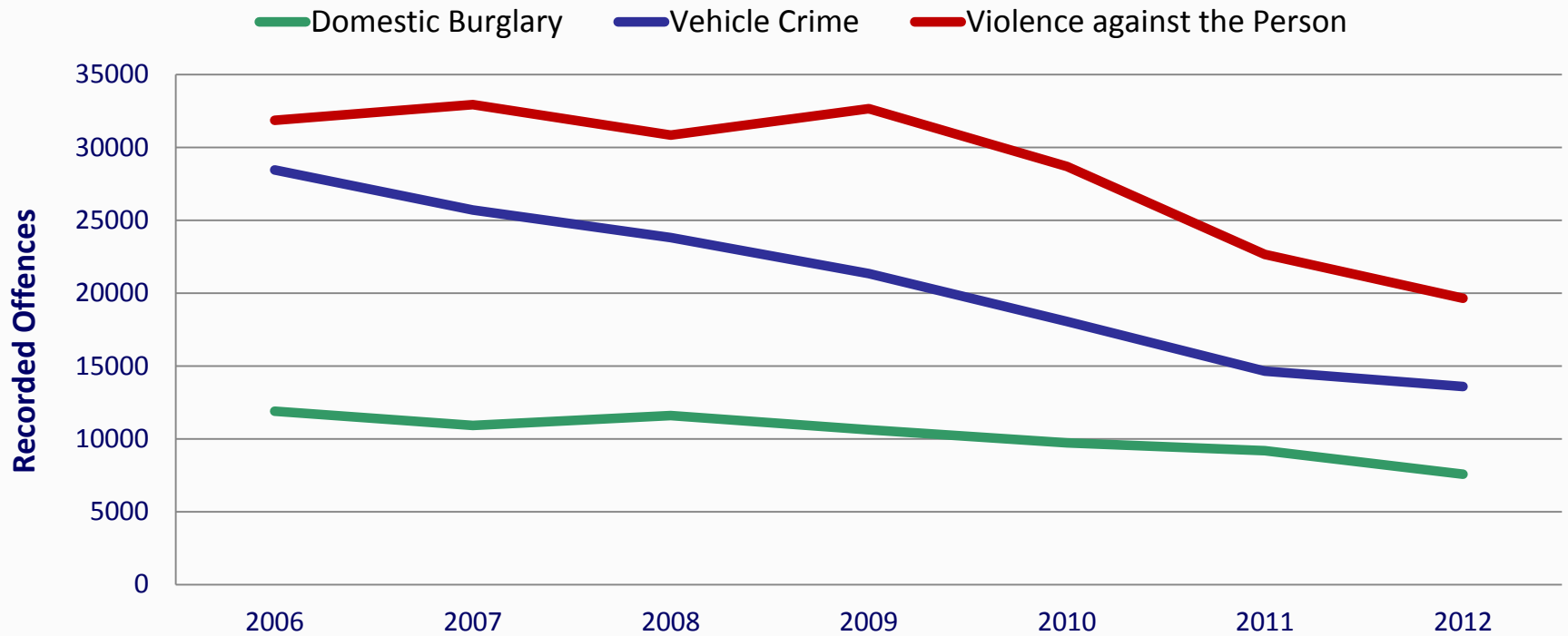
“We are opening public services because we believe that giving people more control over the public services they receive, and opening up the delivery of those services to new providers, will lead to better public services for all.”

Open Public Services (White Paper), July 2011, HM Government.

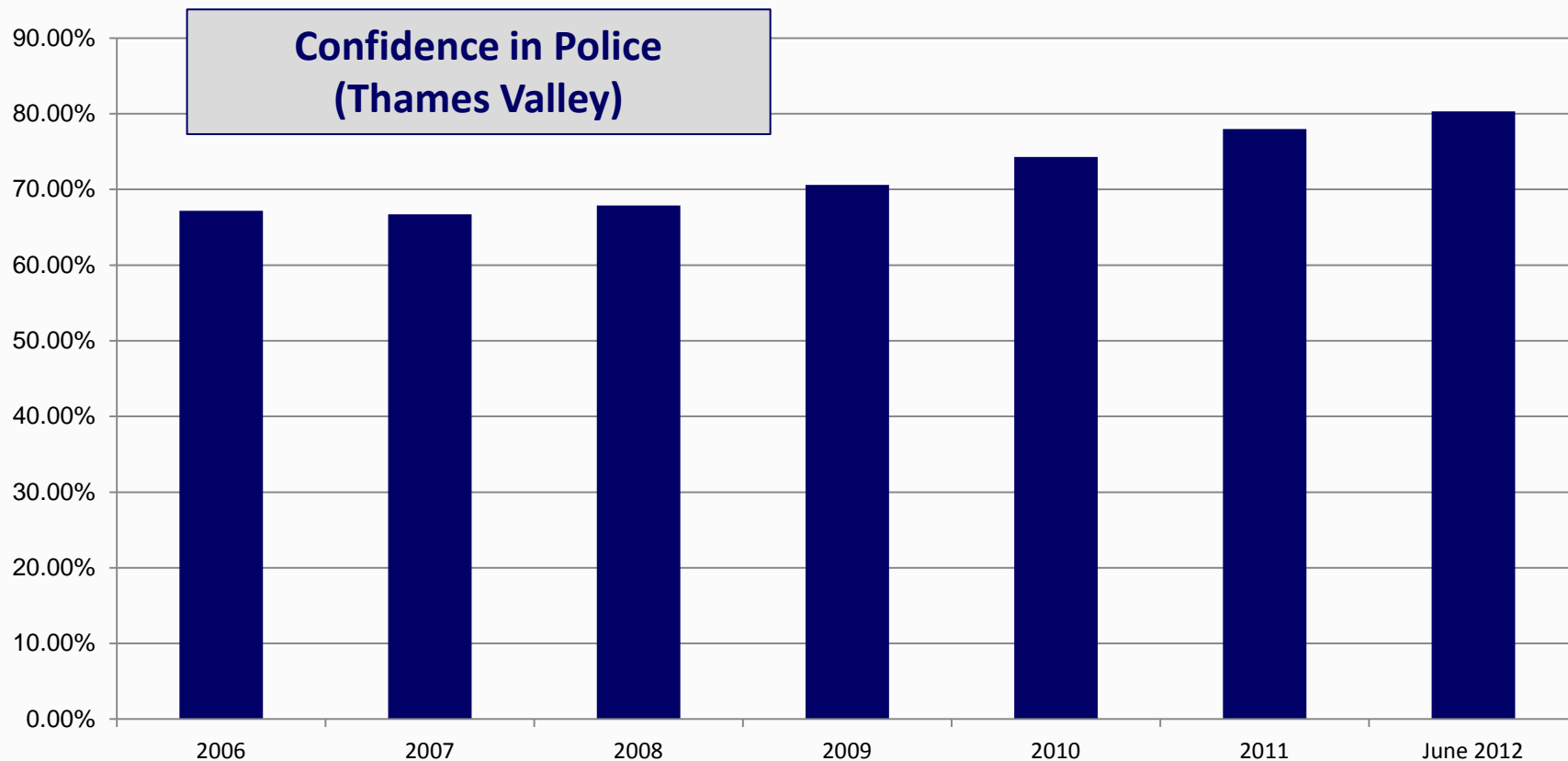


Performance

Number of Recorded Offences in Thames Valley



Performance



Source: Crime Survey of England and Wales

Automatic Number Plate Recognition

Increased professionalisation and specialism

Developments in DNA

Performance management

Critical incident handling

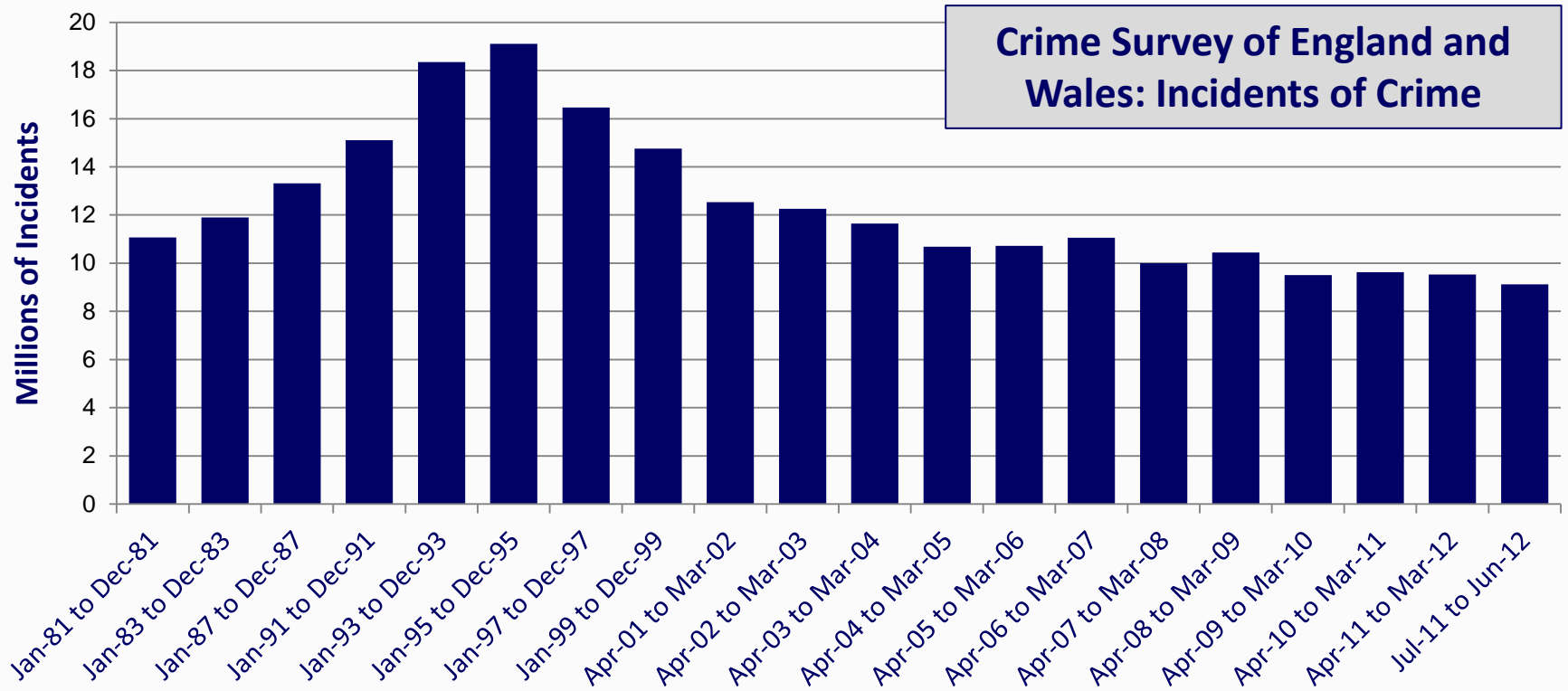
Focused leadership

Extra investment in counter terrorist units

Improved intelligence sharing and analysis

Extra investment in neighbourhood policing

Improved Policing



Source: Crime Survey of England and Wales

Cutting the Budget Without Cutting the Service



the
guardian

“Since 2007, the most important priorities for us in Thames Valley Police have been not only reducing crime and improving our service to the public, but also cutting cost and increasing our productivity.”

Thornton, S and Chase, S, 2012. Transforming Thames Valley Police. *The Guardian (Public Leaders Network)*, 17 February.

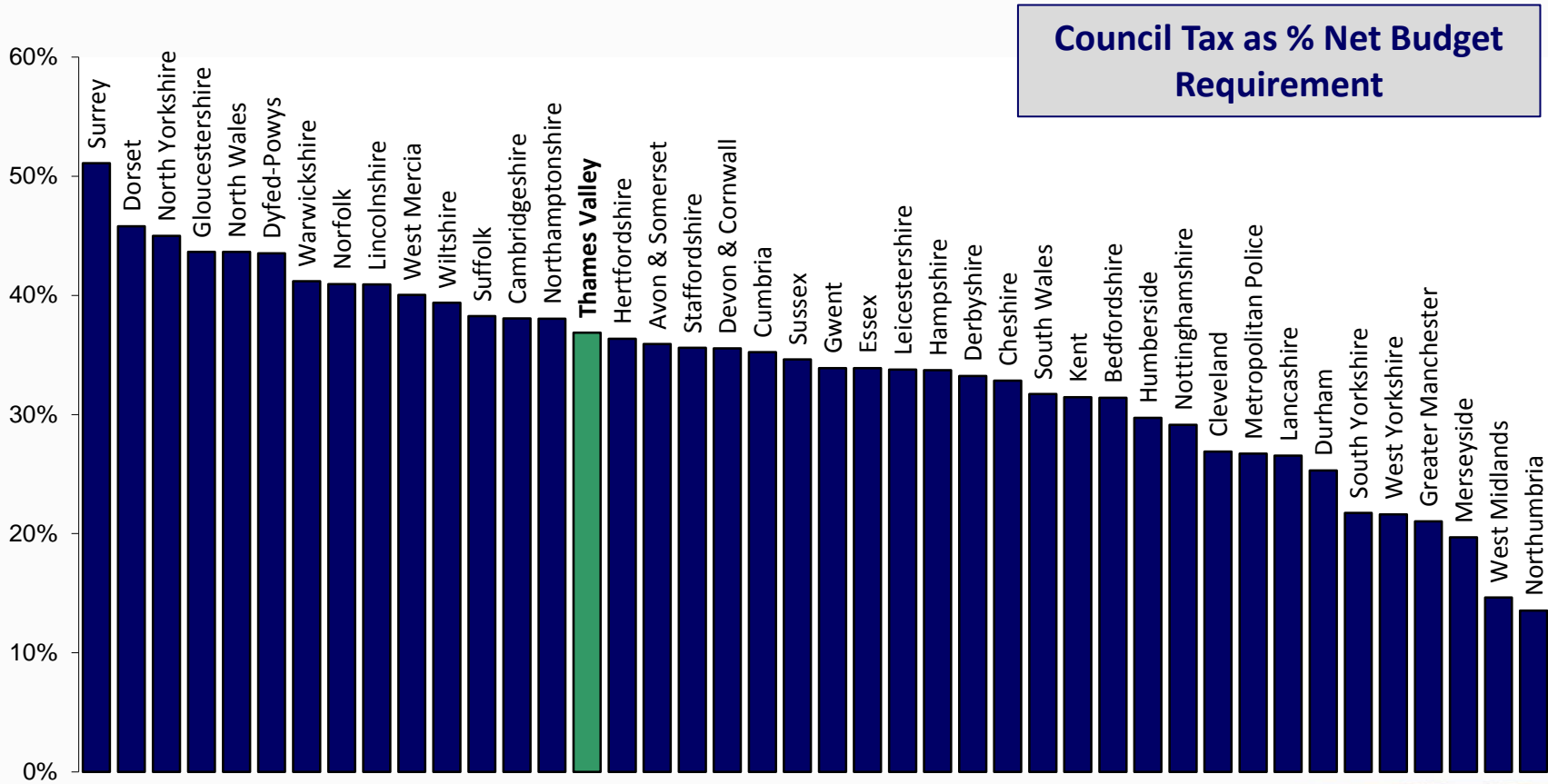
Cutting the Budget Without Cutting the Service

Thames Valley Police Funding

	2010/11	2011/12	2012/13	2013/14	2014/15	Totals
Government Funding	270,145	260,105	243,512	239,691	231,820	
Reduction in Gov't Funding		10,040	16,593	3,821	7,871	38,325
% Reduction		-3.72%	-6.38%	-1.57%	-3.28%	-14.19%

Note: The estimates for 2014/15 are based on provisional figures at this stage

Efficiency and Budgets



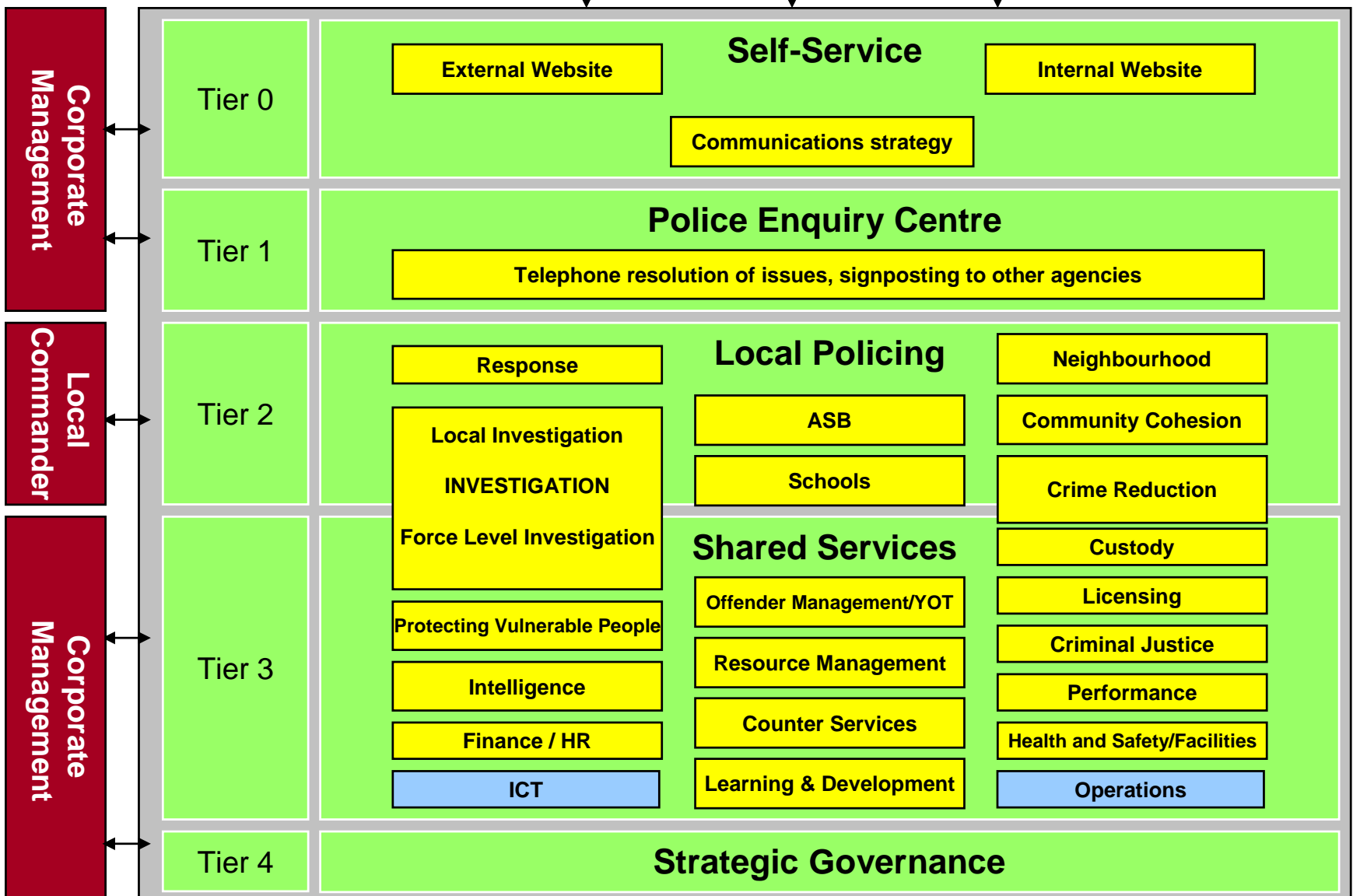
Efficiency and Budgets

Thames Valley Police Productivity Strategy: Actual and Planned Savings (2011/12 – 2014/15)

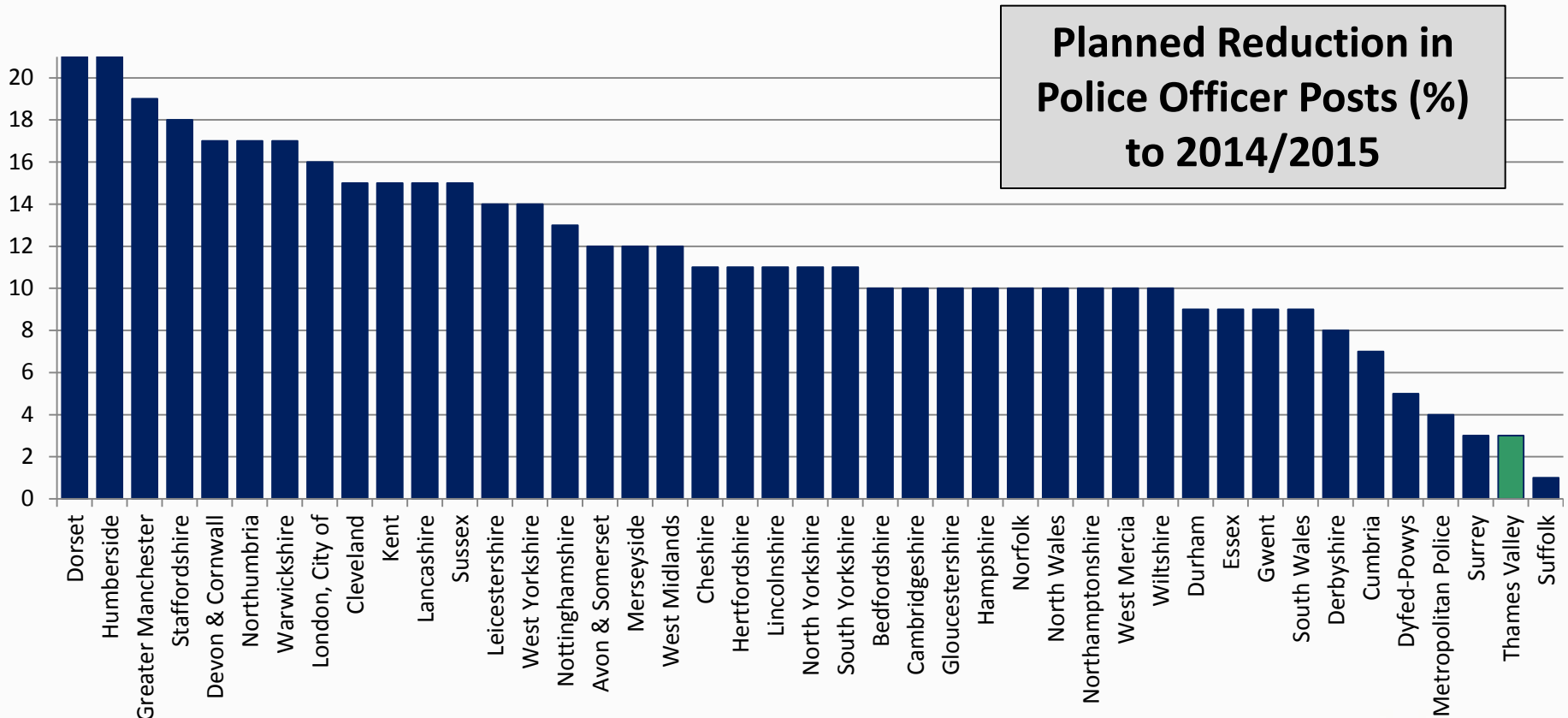
	Savings (£m)	%
Value for Money	17.2	31 %
Winsor Review	10	18 %
Collaboration	8.5	15 %
Zero Based Budget Approach	8.5	15 %
Local Policing Model	7.4	13 %
Streamlining Processes	3.9	7 %
TOTAL SAVINGS	55.5	

TVP Local Policing Delivery Model

All TVP Staff, Public & Partners at all levels



Efficiency and Budgets



HMIC Inspection, Policing in Austerity: One Year On (Jul 2012)

Efficiency and Budgets



Reputation, Values and Professionalism



“So why – in the face of corruption scandals, miscarriages of justice, paramilitarisation, falling crime detection rates, the decline of visible patrols ... and so on does confidence in the police remain so high?”

Loader I and Mulcahy A (2003)

Policing and the Condition of England: Memory, Politics and Culture

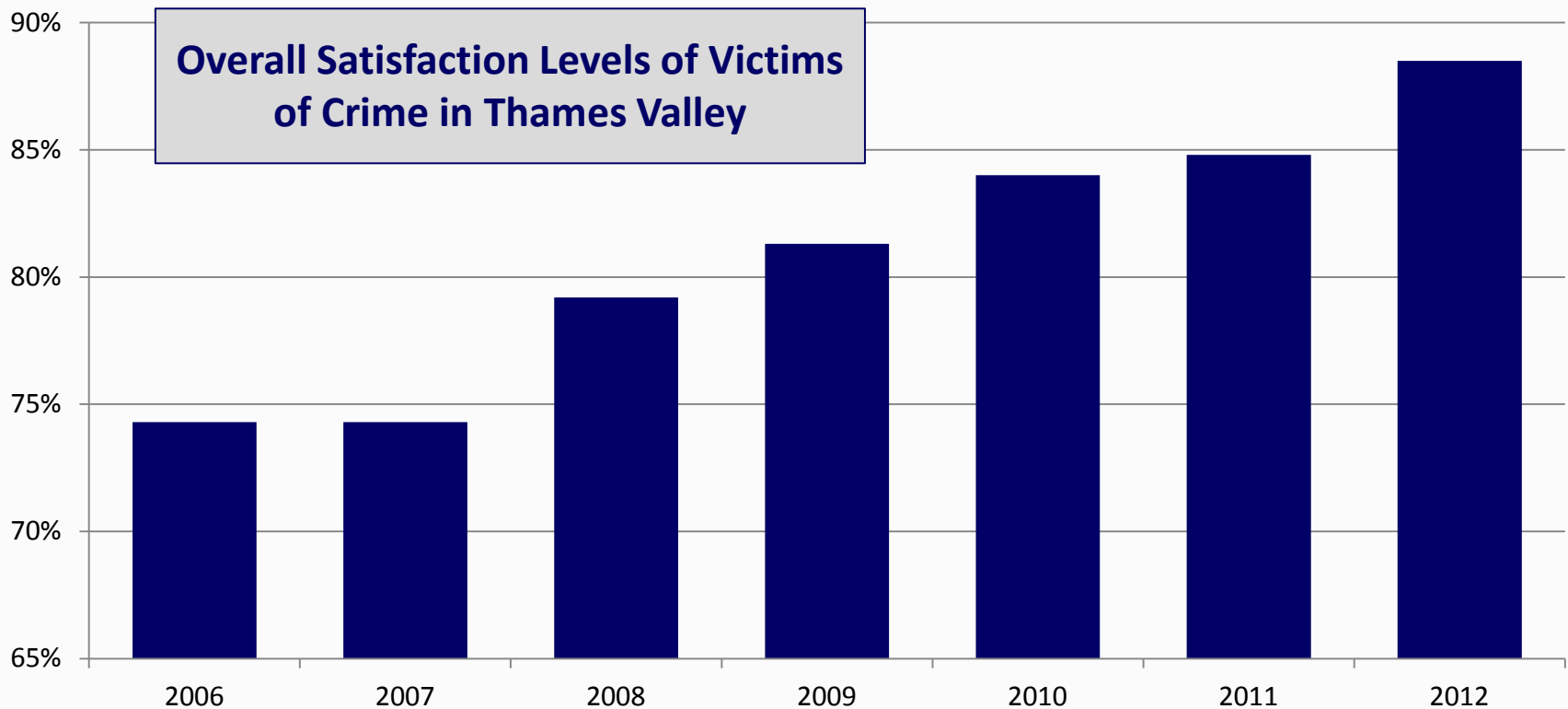
Reputation, Values and Professionalism



Serving with Pride
and Confidence



Reputation, Values and Professionalism



Source: Thames Valley Victim Satisfaction Surveys

Reputation, Values and Professionalism



“The bottom line is that maintaining police legitimacy means actively cultivating the values and ethics of policing as a profession.”

Smith D (2007) Legitimacy and Criminal Justice

Reputation, Values and Professionalism

Authorised Professional Practice:

- Consolidation of doctrine into single library of guidance
- Reduced duplication and enhanced consistency
- Broken down into '*core practice*' (8) and '*specific practice*' (16)
- Gateway Group set up to agree specific practice
- Central to new College of Policing (dedicated team)
- Best use of technology
- Helps inform Strategic Policing Requirement (i.e. capability, capacity, consistency)



Reputation, Values and Professionalism

“The College of Policing will protect the public interest, enhance policing standards, identify evidence of what works in policing and share best practice. It will support the education and professional development of staff and officers and it will motivate the police and

partners to work together to achieve a shared purpose, including taking a major role in shaping the work of the higher education sector to improve the broader body of evidence on which policing professionals rely.”



Rt. Hon. Theresa May MP, 16 July 2012

Reflections

- Leadership – taking the heat and holding steady
- Alignment - the language changes
- Understanding the politics
- And always the Good King!



Chief Constable Sara Thornton CBE QPM

Evolution of Policing

Summit on the Economics of Policing, Ottawa

16-17 January 2013

