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# Smarter Police Reform- Changing the Odds for Success



**SIR DENIS O' CONNOR  
RADZINOWICZ FELLOW CAMBRIDGE UNIVERSITY  
INSTITUTE OF CRIMINOLOGY**

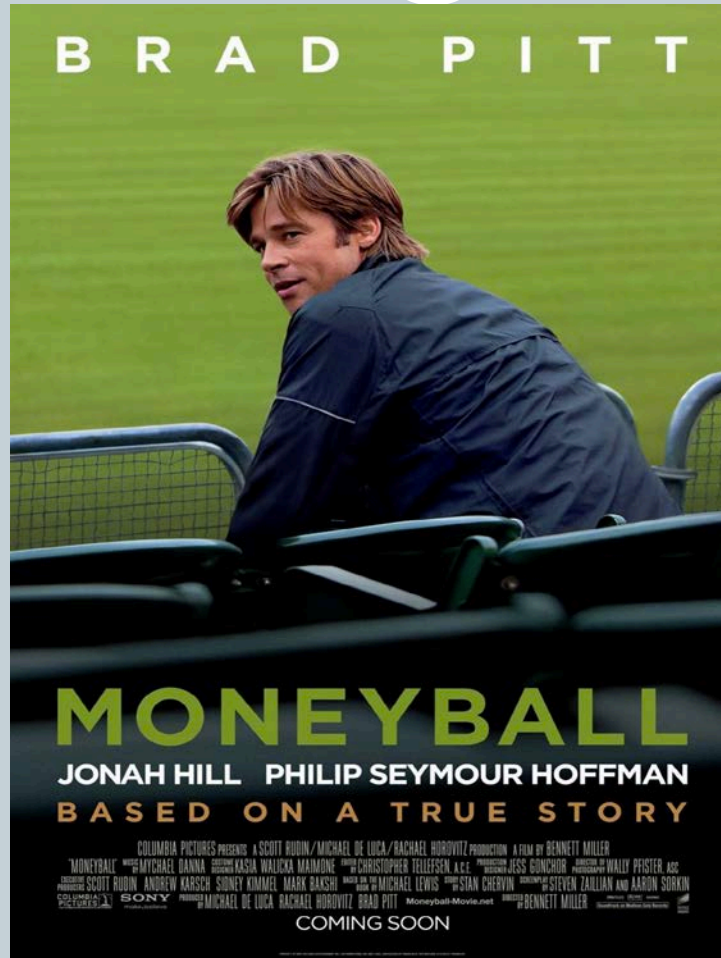
# Reform Vulnerability



*"In fact, it is hard, the political risks involved are considerable, and efforts to change the police often fall short or fail."*

Wesley G. Skogan, "Why reforms fail" *Policing & Society*. Vol 18, No 1, March 2008, 23-34

# Moneyball



# Arrest-Disposal process map beginning



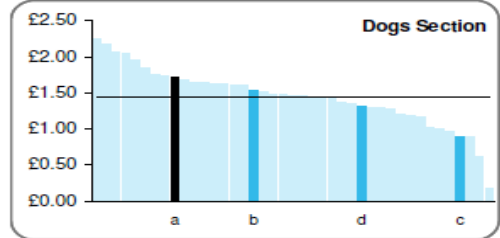
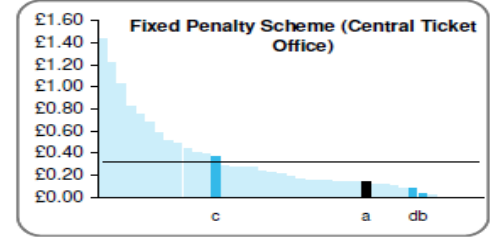
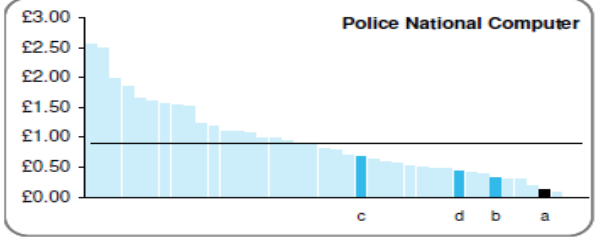
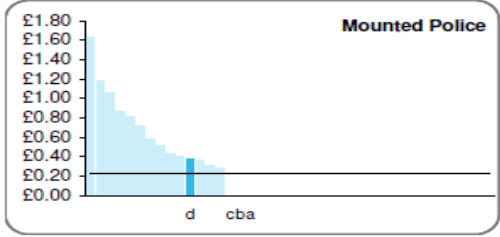
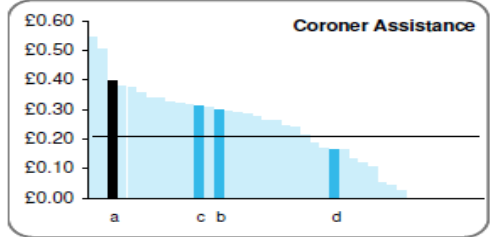
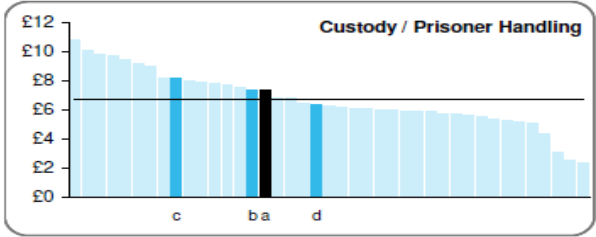
What		Who	Why	Outcome	Pinchpoints	
ne What Police Custody Victims' Code Obligations Update Custody/ Record throughout detention	Arrest				Available cell space and location of Prisoner Handling Teams may result in officers travelling long distances. Availability of Custody Officer	
	(Transport)					
	Circumstances of Arrest	Detention Authorised	Custody Officer	PACE 1984 S37 (Code C)		
	Book-in	Healthcare	Detainee Search Body/Clothing search Strip search Intimate Search	Arresting Officer or Detention Officer	Part IV, PACE 1984 (Code C)	• safekeeping property, • seizure of evidence, • seizure of weapons; Storage of evidence
Arresting Officer or Detention Officer				Medical Practitioner		
Risk Assessment				Risk Assessment of: • substance abuse • propensity to self-harm • mental health • other health issues • compliance • vulnerability	Custody Officer	Guidance on Safer Detention and Handling of persons in police custody



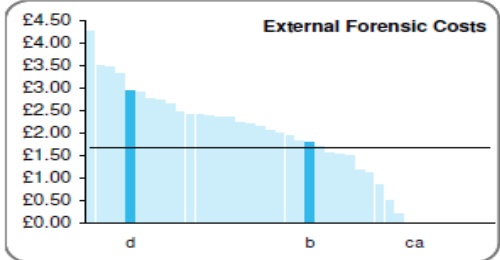
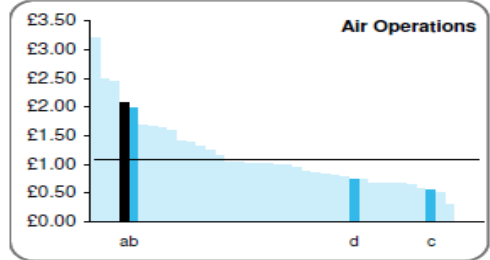
... 1000 steps!



# VFM Profile



	£'000	£/head	Avg
Custody / Prisoner Handling	8,070	7.35	6.68
Police National Computer	147	0.13	0.89
Coroner Assistance	437	0.40	0.21
Fixed Penalty Scheme (Central Tick	150	0.14	0.31
Air Operations	2,280	2.08	1.08
Mounted Police	-	-	0.23
Dogs Section	1,887	1.72	1.45
External Forensic Costs	-	-	1.70



# Reform Strategies in Public Sector



- “this must never happen again”
- “spend more and try harder”
- “better for less”



# Smarter Reform- 3 Steps



**Well Worked Through (Why, What, How)**

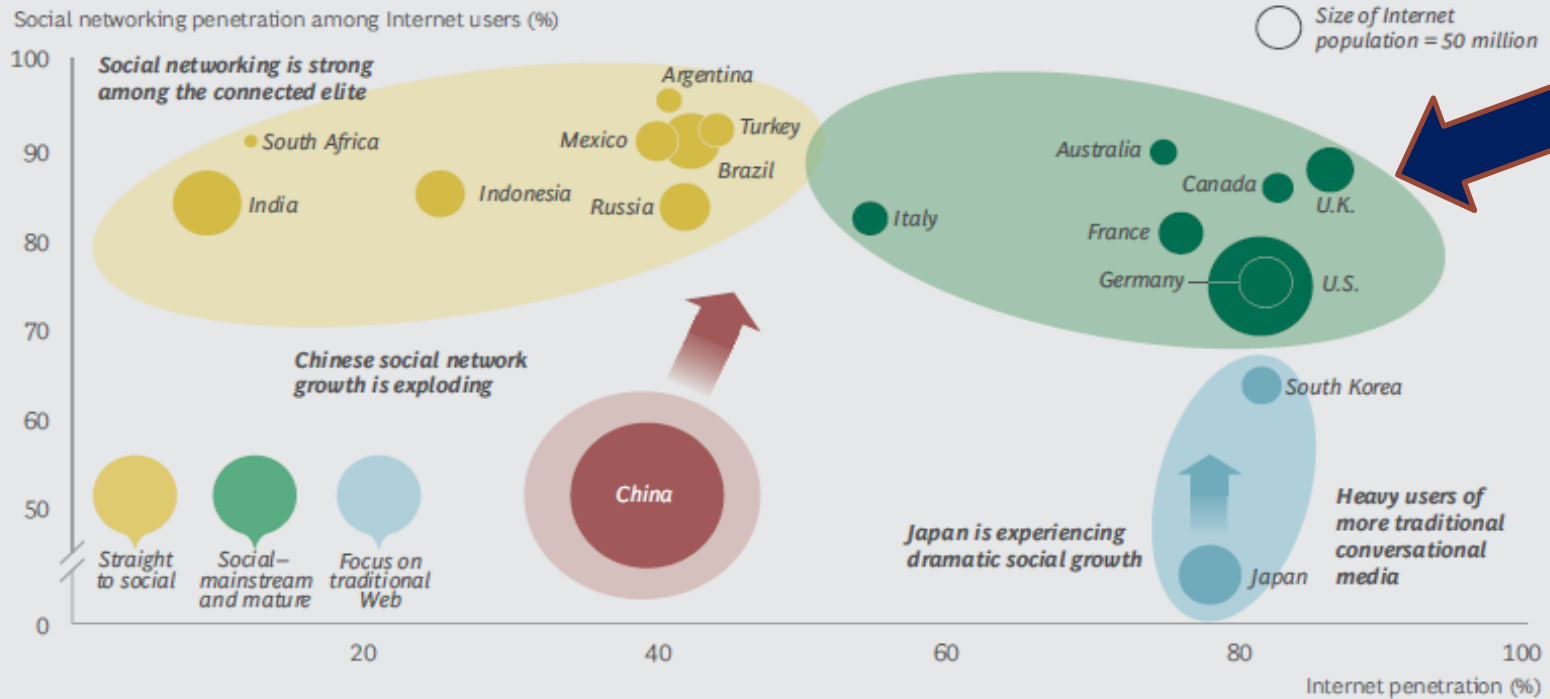
**Well Communicated (Will it make sense to Public / Practitioners)**

**Well Supported( Who will Mandate & Monitor)**

# In the UK – High internet penetration coupled with high social network penetration



**EXHIBIT 2 | Developing Markets Are Going “Straight to Social”**  
*Users Are Adopting Social Networking Quickly as They Come Online*



Sources: Economist Intelligence Unit; comScore; Google; Trendstream; eMarketer; local telco reports; BCG analysis.  
 Note: Data reflect 2011 figures; where unavailable, 2010 figures were used; Saudi Arabia not included.

# Policing in the 21<sup>st</sup> Century (July 2010)



- “The approach of the last decade has been for central government to intervene more and more in local policing in an attempt to make it more accountable.”
- “They (police) have become disconnected from the public they serve.”
- “Crime is still too high.”
- “At the same time the challenges we face have changed.”
- “This paper signals the most radical change to policing in 50 years.”

# British Reforms



## Accountability:

- Elected Police and Crime Commissioners

## Funding:

- 20% reduction in police grant, 25% crown prosecution service, 23% Home Office, 23% Ministry of Justice

## National Institutions:

- Replace Serious and Organised Crime Agency (National Crime Agency), close National Policing Improvement Agency (open College of Policing, set up ITC Co, redistribute residual functions)

# Progress



- PCCs elected 15.11.12
- Funding cuts, first two year cuts on track
- Central targets cut
- NPIA closed, NCA 2013,

**but**

- Changing terms and conditions( Winsor proposals)
- Freeing up police to fight crime (bureaucracy)
- Saving frontline (police officers)
- Setting up bodies to replace NPIA functions (police ITC company, College of Policing under development)

**are proving tougher nuts to crack**

# Smart Reform



- **Diagnostics that seek out inefficiencies, assumptions** about what works e.g. we found 1000 steps for a burglary (police, CPS, etc.)
- **Policy on ‘how’ to overcome obstacles** found in diagnostic (e.g. the CJS with layered complex bureaucratic support needs ‘system’ control.... ) and how to **communicate**
- **Specific actions** that are **monitored and mandated** (e.g. the CJS has since 2008 had a ‘streamlined processes’ initiative but guidance adopted patchily)

# Evidence Based Inspection HMIC

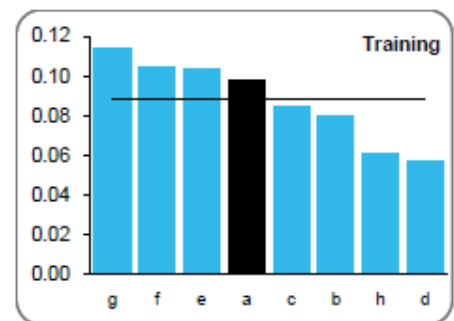
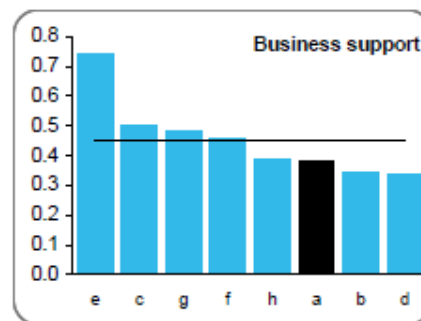
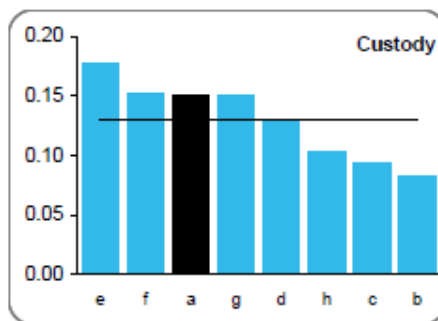
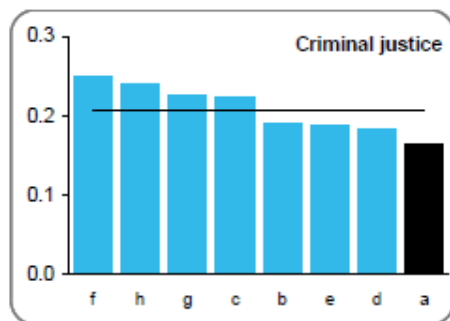
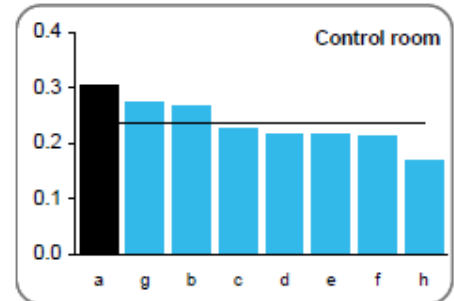
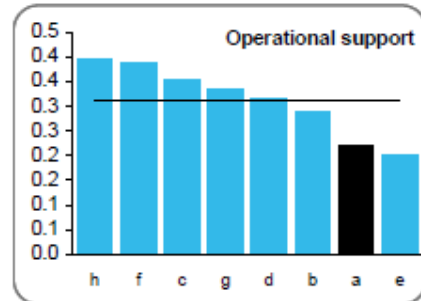
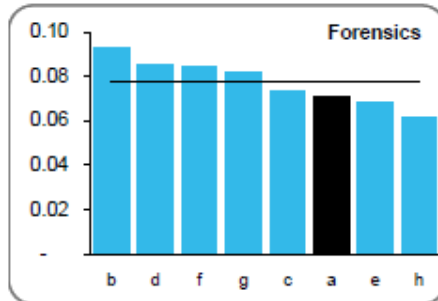
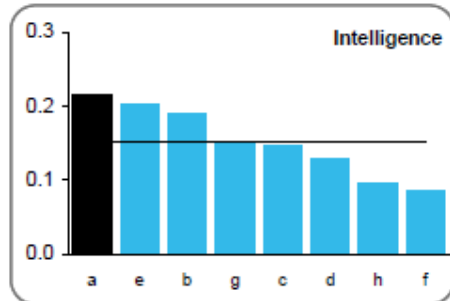
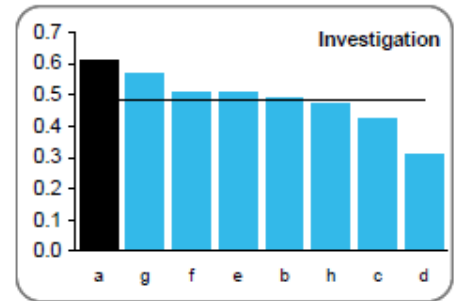
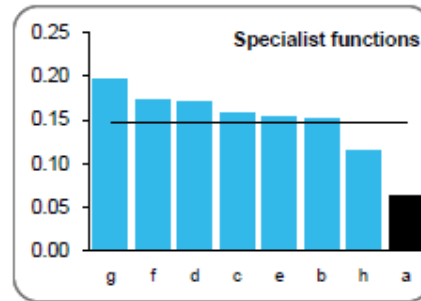
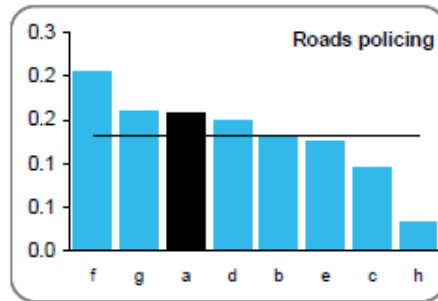
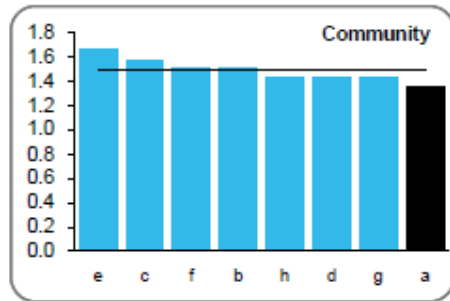


- **In the public interest**
- **Public facing**
- **Independent**
- **Forensic – evidence based**

# STAFFING BY FUNCTION

March 2009 FTE per 1000 Pop

These charts show the overall staffing for the functions from page 19 per 1,000 population





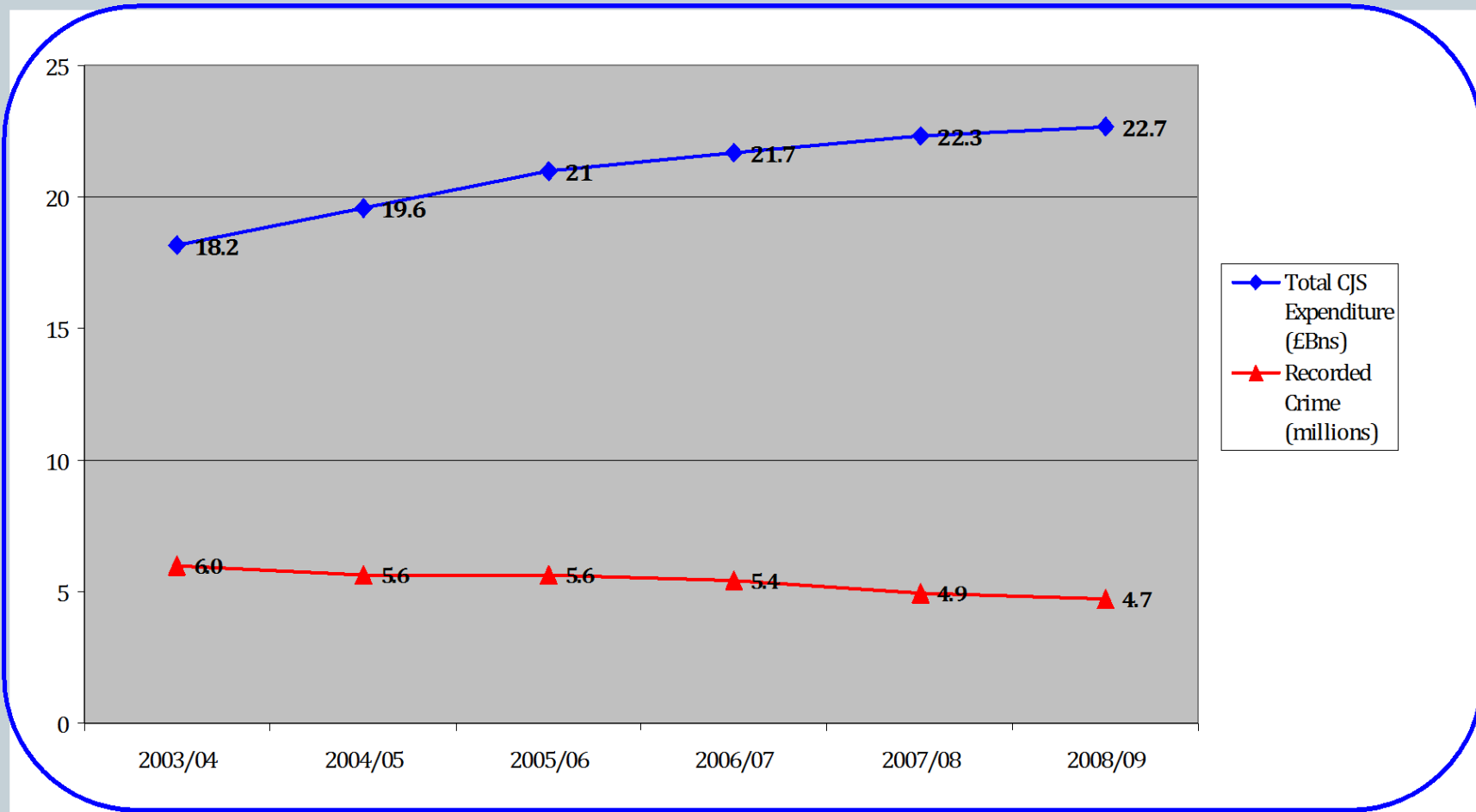
## Austerity one year on (July 2012)



### • **HMIC found that:**

- ⑩ Forces are balancing their books by cutting the workforce and reducing their spending on goods and services;
- ⑩ The front line is being protected, although not preserved;
- ⑩ The nature of the front line is changing;
- ⑩ Service to the public has largely been maintained; but
- ⑩ There are some concerns around sustainability.

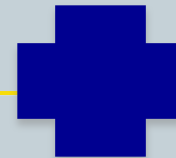
## Criminal Justice System Costs and Crime



# Arrest-Disposal process map beginning



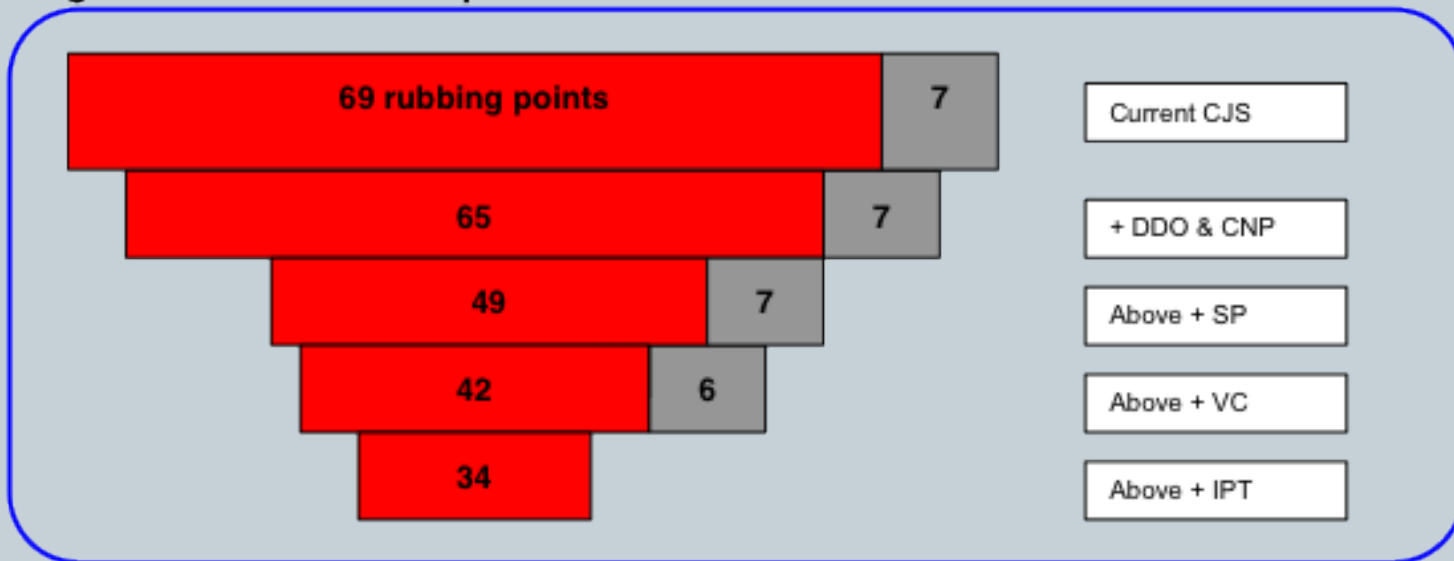
What	Who	Why	Outcome	Pinchpoints
<p>Arrest</p> <p>(Transport)</p> <p>Circumstances of Arrest</p> <p>Detention Authorised</p>	<p>Custody Officer</p>	<p>PACE 1984 S37 (Code C)</p>		<p>Available cell space and location of Prisoner Handling Teams may result in officers travelling long distances.</p> <p>Availability of Custody Officer</p>
<p>Book-in</p> <p>Healthcare</p> <p>Risk Assessment</p> <p>Risk Assessment of:</p> <ul style="list-style-type: none"> <li>substance abuse</li> <li>propensity to self-harm</li> <li>mental health</li> <li>other health issues</li> <li>compliance</li> <li>vulnerability</li> </ul>	<p>Arresting Officer or Detention Officer</p> <p>Arresting Officer or Detention Officer</p> <p>Medical Practitioner</p> <p>Custody Officer</p>	<p>Part IV, PACE 1984 (Code C)</p> <p>Guidance on Safer Detention and Handling of persons in police custody</p>	<p>safekeeping property;</p> <p>seizure of evidence;</p> <p>seizure of weapons;</p> <p>Storage of evidence</p>	<p>Availability of female officer for search of female detainee.</p> <p>Availability of Medical Practitioner</p>



# Stop the Drift



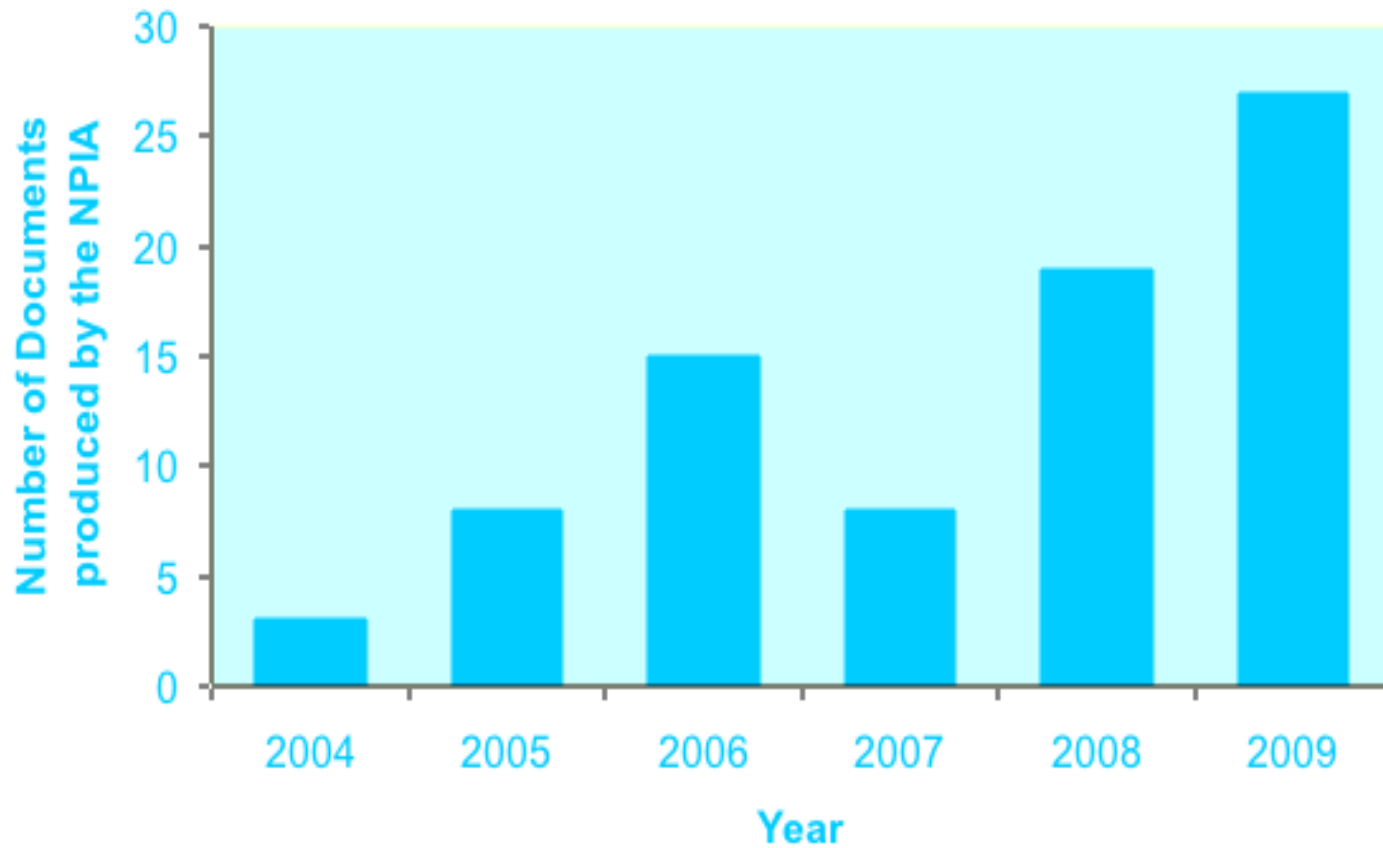
Figure 8: The art of the possible



## Key

CJS =	Criminal justice system
DDO =	Designated detention officers+ custody nurse practitioners
SP =	Streamlined process
VC =	Virtual Courts
IPT =	Integrated Prosecution Teams

# The Growth of Guidance



# Conclusion



- Reform in Austerity requires solutions that are smarter than those in growth - essentially it is get better whilst getting smaller.
- We don't have a Reformology for this era as yet-but it includes more: compelling evidence (why,what,how), durable leadership and public follow-up
- This would improve the odds of success with less money
- So the next time someone comes with a proposal.....does it meet the smart test?

# Or try a consultant !!



**Appendix**  
**DO NOT USE the rest of the**  
**slides**

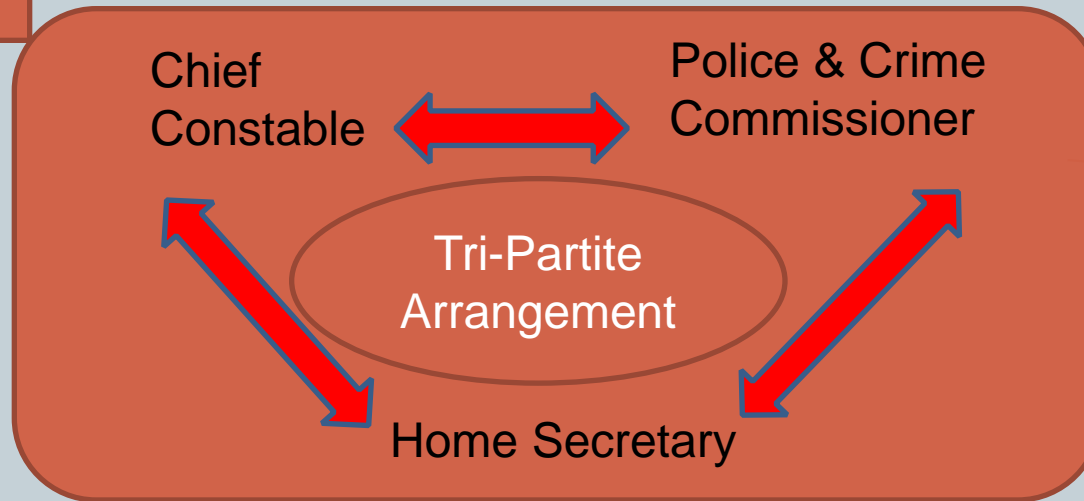




# Policing in England and Wales



“To direct and control the Force”



“To secure the maintenance of an efficient and effective police service for its area”

“To promote the efficiency and effectiveness of the police service and account to parliament

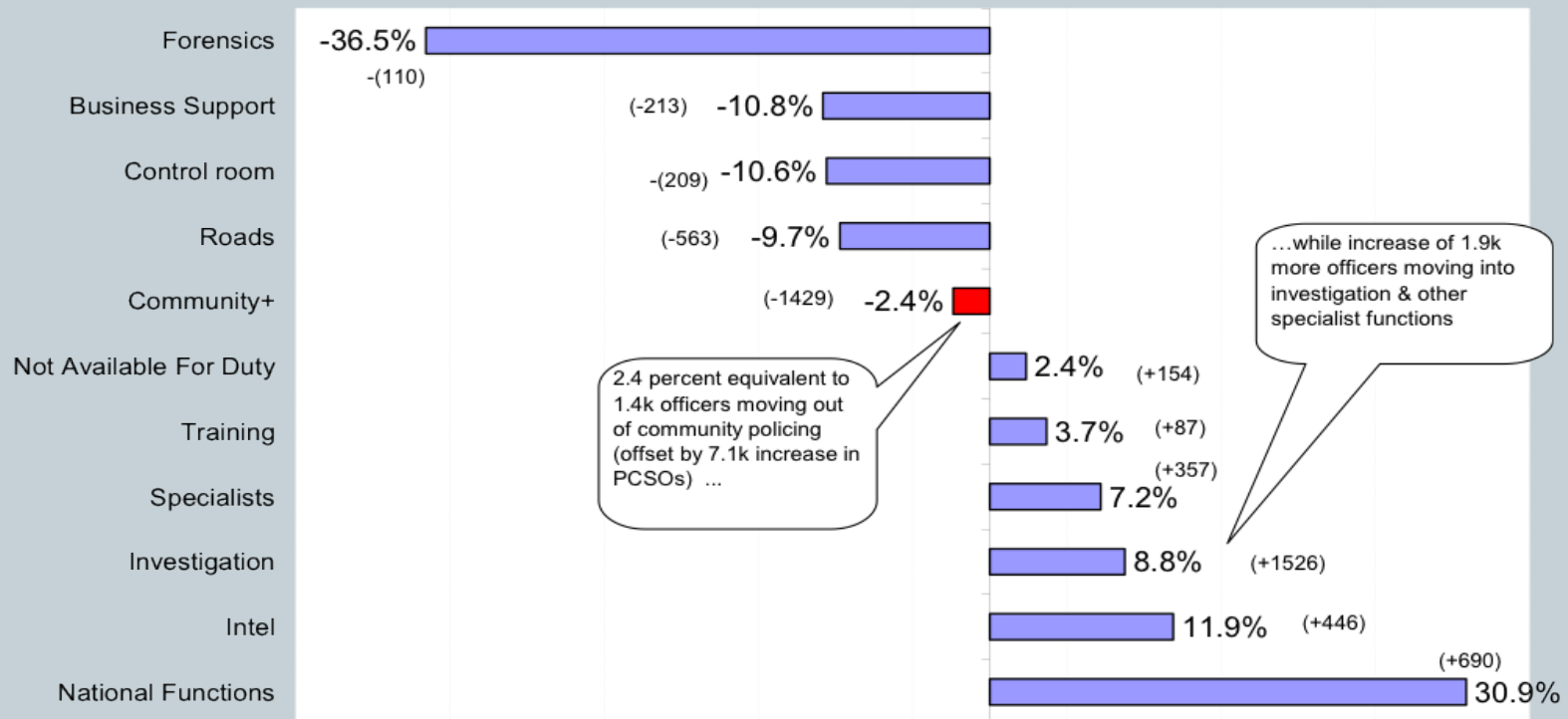
HMIC

# What was happening 2005-9



## Changes in officers by function 05/06 to 08/09

*There have been some significant changes in the way officers are used\**



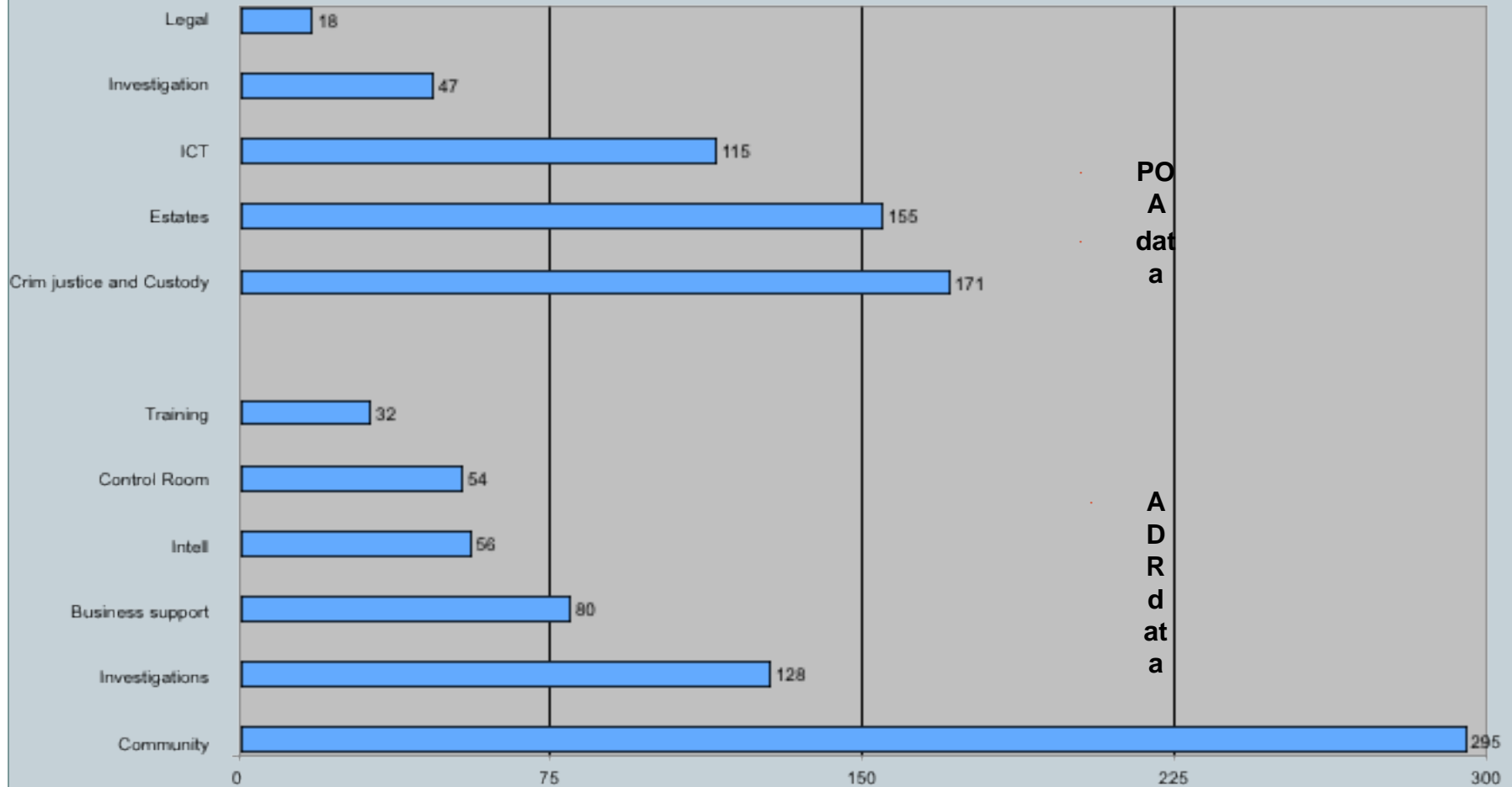
\* Excludes Durham, Dorset & MPS due to inconsistent data. Community policing defined as response, neighbourhood, patrol including direct support functions such as custody

# Contrasting Reform Potential



- PCCs (diagnostic = disconnect - policy democratically elected visible individual- action=election)
- Funding Reductions (diagnosis 12-20%, Policy 20% reduction, action grant reduced 2011-2015)
- NPIA (diagnostic ineffective? - policy ...stop/redistribute/new bodies? action= closure & newbuild?)
- Free Up Officers (diagnostic too much time on 'bureaucracy' .....?-direction....?action.....)

# The big ticket items



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£ Million

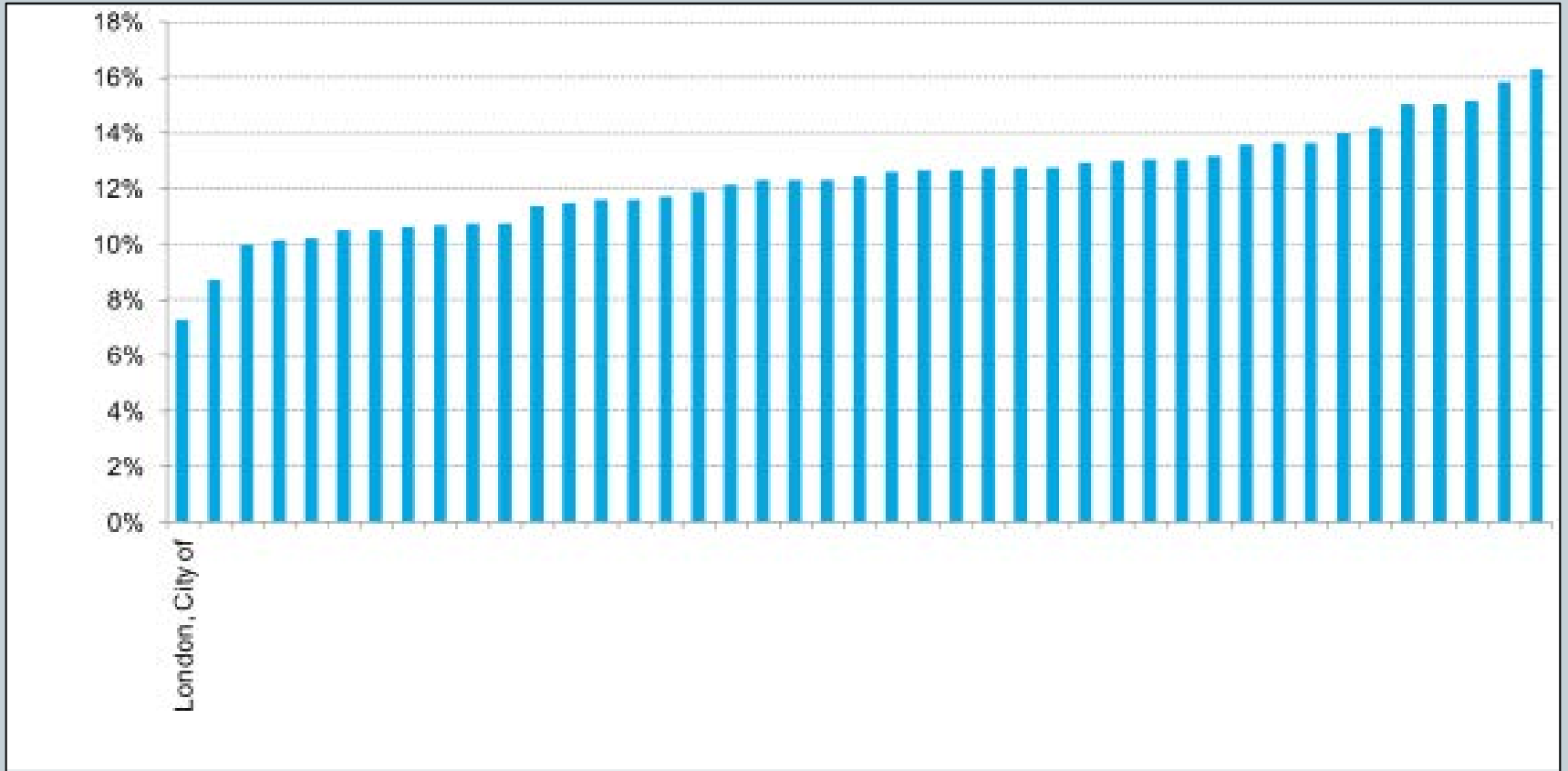
NB Met difference from MSG discounted by 32 percent to reflect higher London costs

# Opinion and Reform



- People in both fields operate with beliefs and biases. To the extent you can eliminate both and replace them with data, you gain a clear advantage.
- [Michael Lewis, \*Moneyball: The Art of Winning an Unfair Game\*](#)

# % Available Visible Officers in 43 Forces



# ***The National Intelligence Model***

***We started with this:***

***Target  
Offenders***

***Crime Series***

***Hot Spots***

***Preventative  
Measures***

***We've ended with 816 pages  
in 9 volumes...***