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Warwickshire Police Authority  
Structural Reform of the Police Service  
Special Police Authority Meeting  
5 October 2005

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Greta Needham for Clerk to the Police Authority



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**Proposed Running Order**

- Background Events, Timescales & Key Issues – Greta Needham
- Force Perspective – John Burbeck
- Chair’s Overview and Proposed Outcomes from Meeting – Phil Blundell
- Member Discussion and Outcomes




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Background

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- **2004:** Home Secretary commissions HMIC to review police force structure
- **16 September 2005:** HMIC produces final report – ‘Closing the Gap’.
- Report concludes that currently configured police service does not have the capacity to provide the necessary level of protective services
  - *“put simply, when viewed from the context of the range of challenges and future threats now facing the service and communities it polices, the 43 force structure is no longer fit for purpose”*



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## Background

- HMIC Report recommends following restructuring options
  - Collaboration
  - Lead Forces (by region or nationally)
  - Federations of Forces
  - Strategic Forces

} the 'serious contenders'

- Police Authority Chairs & Clerks Summit meeting favours Federated Model


  
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## Background

- **22 September 2005:** Home Secretary's letter advocates **strategic forces as best long-term solution.**
- Sets 'Design Criteria' against which restructuring options to be identified.
  - Size (Minimum of 4,000 officers)
  - Mix of capability and reduction in risk
  - Criminal markets
  - Geography

  
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## Background

- Co-terminosity
  - No mergers across Regional Government Office boundaries)
  - No reductions in existing force sizes
- Identity
- Clarity of command and control and accountability
- Performance
- Costs and Efficiency


  
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### Next Steps

- Current capability and capacity of protective services to be understood by Authorities
- Options need to be explored on a regional basis
- No options for restructuring are “closed off” at this stage but onus on Authorities/Forces to justify alternatives to strategic force models
- Well argued business cases must support identified options




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### Next Steps (Cont'd)

- Engage with Criminal Justice Agencies, key stakeholders, partners and local communities
  - To inform, reassure, seek views on identified options, understand local concerns and manage expectations




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### The Key Issues

- Which restructuring models best match the ‘Design Criteria’? (Chief Constable to address)
- What is the best policing model for Warwickshire which
  - preserves localism **and**
  - provides local communities with access to protective policing?




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## The Key Issues (Cont'd)

- Can strategic force options achieve this aspiration?
- Is there a danger that the creation of strategic forces, imposed primarily to meet the protection agenda, will damage the advancements and investments made in local policing – the police core function?


  
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## The Key Issues (Cont'd)

- Are there any other models that will allow the two keys priorities to be met successfully?
- What governance and accountability arrangements within the tripartite structure should underpin any serious options?


  
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## Timescales

- **By 31 October:** List of options for further examination, with outline cost benefit
- **By 30 November:** Submission of preliminary recommendations, following further critical analysis.
- **By 23 December:** Final report to Home Office

  
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## Meeting Outcomes

- Acknowledge the need for reform
- Identify outline models to be fully developed
- Agree community engagement and consultation framework
- Agree media/communication strategy
- Agree joint working arrangements with Force
- Identify preferred approach for submission to Home Office – ie Authority/Force and regionally.