# Policing Vision 2025

Introduction

This Policing Vision 2025 sets out our plan for policing over the next ten years. It will shape decisions around transformation and how we use our resources to help to keep people safe and provide an effective, accessible and value for money service that can be trusted. This Vision comes from the service itself. It must inspire officers, staff and volunteers, as much as police and crime commissioners and chief constables and of course the public as a whole.

The communities we serve are increasingly diverse and complex, necessitating a more sophisticated response to the challenges we face now and in the future. Whether it be child sexual exploitation, domestic abuse, cybercrime or new threats from serious and organised crime like human trafficking or terrorism, the leaders of the service - police and crime commissioners and chief constables – acknowledge that if we are to meet our communities' needs, the service must continue to adapt to the modern policing environment.

This Vision is about more than making savings or incremental reform; our ambition is to make transformative change across the whole of policing. The public, and improving policing for them, are at the heart of this Vision.
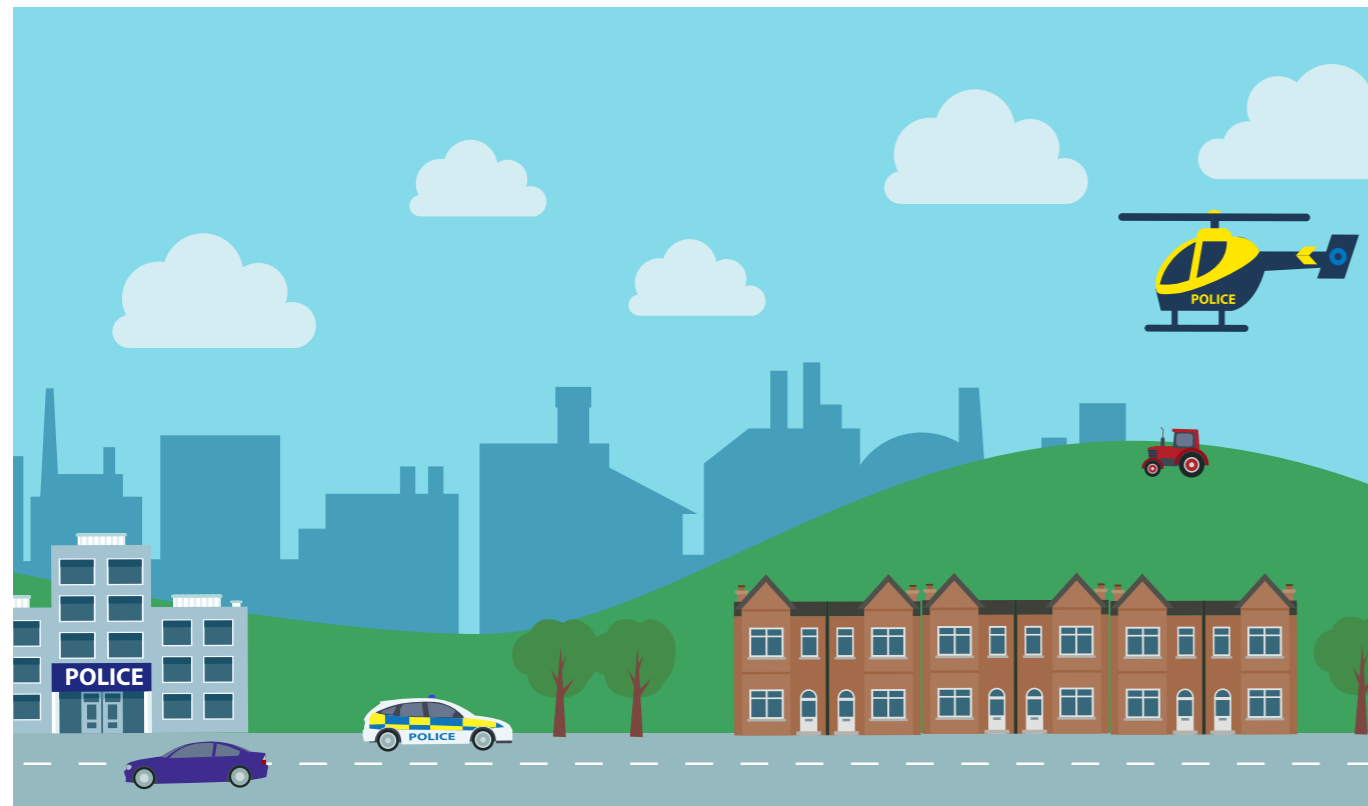
What does a police service look like in 2025?

The link between communities and the police will continue to form the bedrock of British policing. **Local policing** will be tailored to society's complex and diverse needs – with the delivery of public protection being informed by community priorities and robust evidence-based demand analysis.

Our **specialist capabilities** will be better prepared to respond to existing and emerging crime types. Decisions on how capabilities are positioned, structured and deployed will take into account the need to rapidly protect communities and the vulnerable, as well as provide value for money.

The police service will attract and retain a **workforce** of confident professionals able to operate with a high degree of autonomy and accountability and will better reflect its communities.

Digital policing will make it easier for the public to make contact with the police wherever they are in the country, enable us to make better use of digital intelligence and evidence and transfer all material in a digital format to the criminal justice system.

Policing will be agile and outward focused. Police forces and their partners will work together in a consistent manner to enable **joined up business delivery** around policing support services and community safety.

Clear accountability arrangements will support policing at local, cross-force and national levels. This will ensure that there is coherence between the oversight of the police reform programme and local policing and crime plans as well as developing arrangements that recognise the roles of different policing bodies. PCC will continue to be at the heart of engaging communities in the reform plans so that the public understand and have confidence in any change.

How will we deliver these changes for communities?

The Policing Vision 2025 can only be delivered by the whole of policing working together collaboratively in the public interest. PCCs and chief constables, national bodies like the College of Policing, National Crime Agency and staff associations, our officers, staff and volunteers at every level and our many partners across the public sector have a vital role to play in delivering these reforms. The Police Reform and Transformation Board, with membership from across policing, will oversee and support the changes.

1. Policing Mission and Values 2025

1.1 The mission of policing is enshrined in the Police Service Statement of Mission and Values. It will remain consistent despite priorities changing over time in response to external developments. The mission is:

to make communities safer by upholding the law fairly and firmly; preventing crime and antisocial behaviour; keeping the peace; protecting and reassuring communities; investigating crime and bringing offenders to justice.

1.2 There has been an advancement in public accountability with the introduction of police and crime commissioners (PCCs) who are accountable for all aspects of policing.

1.3 The values of the police service are detailed within the Code of Ethics which set out the nine principles which underpin and strengthen the existing procedures and regulations for ensuring standards of professional behaviour for both police officers and police staff. Respect for human rights will be central to everything we do, as is the commitment to policing by consent.

1.4 The service will embed consistent, professional practice that is ethically based and informed by a shared understanding of what works to deliver public value. For the police service, this includes its role in helping to create a fair, just and peaceful society and helping citizens to live confident, safe and fulfilling lives. Critical to public value is what the public indicate they see as important priorities and what adds to the quality of their lives. This is expressed through electing PCCs to implement their local police and crime plans which have been influenced by and consulted on with the public, and to hold chief constables to account in doing so.

1.5 Reducing crime and protecting the vulnerable are core priorities for the police service. To achieve this, the service must increase partnerships within the community and with other service providers, protect the rights of victims and engage community-led policing to reduce demand.

2. Purpose of the Vision

2.1 This Vision has been drafted jointly by PCCs and chief constables, as well other policing bodies, such as non-Home Office forces, and sets out why and how the police service needs to transform by 2025 by building on the progress made since the publication of the 2011-2016 Vision. The Policing Vision 2025 will shape decisions about how we use our resources by informing key strategies and underpinning future programs of work. It describes the ambition for the reform of policing by 2025. By setting out the joint vision of PCCs and chief constables, this document explains how we intend to achieve our objectives.

2.2 By 2025 the police service will have transformed the way it delivers its mission with a keen focus on prevention and vulnerability and the effective management of risk. Police and wider reform will be focused on our people, enabled by systems and processes.

2.3 Transformation must inspire officers, staff and volunteers and develop the flexibility, capability and inclusivity required to adapt to change. Services will be offered at national, cross force and local level, integrated and strengthened, where appropriate, by collaboration with partners from the public, private and third sectors, as well as the devolved administrations. There will be a whole-system approach to reducing and investigating crime as well as providing effective services and care for victims of crime. Functions and processes will have been reviewed with a focus on efficiency and effectiveness with a key enabler being the innovative use of technology. Services will be delivered by a professional workforce equipped with the skills and capabilities necessary for policing in 2025.

2.4 The use of evidence based practice and the Code of Ethics will be embedded and inform day to day policing practice. By 2025 British policing will have risen effectively to new challenges and will continue to be highly regarded by both the British public and internationally as a model for others.

2.5 Police reform will be underpinned by the principle of policing by consent and shaped through a commitment to democratic accountability through elected PCCs and, where they are responsible for policing, mayors elected through devolution deals. The local delivery of policing will be articulated through local police and crime plans to reflect the diverse needs and priorities of communities.

3. Why does policing need to change?

3.1 Globalisation continues to accelerate and present new challenges resulting in a rise in the complexity of the police task. Communities will become increasingly diverse and complex, with an increasingly aging society, necessitating a more sophisticated response. Proposals to devolve more power to locally elected mayors to lead combined authorities covering health, policing and social services provide real potential for the development of more integrated working practices.

3.2 Policing must embed legitimacy, trust and confidence, underpinned by the Code of Ethics. It must be responsive to national and international political changes, such as the vote to leave the European Union, a possible 'British Bill of Rights', the current Investigatory Powers Bill and organisational and governance changes to the emergency services contained in the Policing and Crime Bill 2016. It is imperative that we continue to foster international cooperation.

3.3 The police service faces both new and evolving crime challenges. Police have continued to reduce acquisitive crime but are now dealing with significant increases in cases of child sexual exploitation, safeguarding concerns and domestic abuse. These "high harm" crimes are complex in nature, staff intensive and police officers dealing with them are rightly subject to high levels of personal accountability and public scrutiny. Other crimes like fraud often target the vulnerable and have a significant impact on victims. We need to ensure we get our response to these crimes right.

3.4 Serious and organised crime generates new threats, like human trafficking, while terrorism has become more fragmented and harder to combat. The volume and severity of serious and organised and cybercrime, and other threats to the UK that have an international dimension is also growing, as criminal and terrorist networks seek to take advantage of globalisation and more services and transactions take place online.

3.5 As people do more and more online, the threat from cybercrime grows - whether its fraud, data theft, grooming and exploitation of children or stalking and harassment. Likewise, future technologies, such as driverless cars, virtual reality and implant technology, will pose new risks and opportunities for the police service. Policing has to focus on protecting people from this type of harm through the development of new tactics and capabilities.

3.6 Policing will need to ensure it has the right partnership arrangements, intelligence, detection, and enforcement capabilities to deliver against its mission. There is a requirement for an aggregated response in which specialist resources are brought together from a number of police forces to ensure emerging threats are tackled effectively.

3.7 The increasing availability of information and new technologies offers us huge potential to improve how we protect the public. It sets new expectations about the services we provide, how they are accessed and our levels of transparency. Digitisation also offers significant potential to accelerate business processes, manage risk more effectively and revolutionise the criminal justice process.

3.8 As the nature of crime changes so must the skills required of the workforce. We will need to compete for the best people to create a police service better equipped to deal with changing requirements. This will mean forces will be better at tackling crime and the public will have greater confidence in the police.

3.9 The public expects us to protect them from harm. The only way we can address the new policing challenges with this smaller resource base, without reducing the quality of services, is by transforming our approach to policing.

4. What will change?

Local Policing

4.1 Our challenges:

— Police need to develop a proactive and sophisticated understanding of community needs to keep people safe, particularly as communities become more diverse and complex. To these ends, we have invested in neighbourhood policing using uniformed police officers, community engagement officers and police community support officers to help solve local problems, tackle anti-social behaviour and build trust and legitimacy in communities.

— The British policing model, with its tangible link between citizens and police in their area through local policing combined with specialist services that operate at regional, national and even international level, is envied all over the world. We want to maintain this valuable policing effect whilst adapting to changes both to communities and to public expectation of the police service.

— Knowing which service (or services), and when to provide them, is not always immediately apparent, for example when responding to those with mental health needs, and will require a range of partners to work seamlessly together to provide assessment, wrap around support and care.

— Most forces do not have a thorough evidence-based understanding of demand, which makes it difficult for them to transform services intelligently and demonstrate they are achieving value for money.

— Policing must address the sources of demand on its resources working with a range of partner agencies including health, education, social services, other emergency services, criminal justice and victims' organisations. This work needs to reflect the more complex emerging crime challenges while being conscious of service-drift, as partner agencies capacity is reduced. We also recognise that the Wellbeing of Future Generations (Wales) Act will oblige Welsh police forces to contribute to the wellbeing of communities and individuals through collaboration with partner agencies.

By 2025 local policing will be aligned, and where appropriate integrated, with other local public services to improve outcomes for citizens and protect the vulnerable.

4.2 We will do this by:

— Ensuring policing is increasingly focused on proactive preventative activity as opposed to reacting to crime once it has occurred.

— Working with our partners to help resolve the issues of individuals who cause recurring problems and crime in the communities they live in; reducing the requirements that these people place on the public sector and policing specifically.

— Using an improved understanding of vulnerability, both in physical and virtual locations, as a means of improving and differentiating service and protection. This may mean adapting to evidence of what works locally in targeting vulnerability and areas of high demand and need.

— Supporting multi-agency neighbourhood projects that build more cohesive communities and solve local problems - it will often not be realistic for police to play the central role. These initiatives must be enhanced by working with the Government to ensure projects are not undermined by differing boundaries, multiple service providers and incompatible data sharing policies.

— Improving data sharing and integration to establish joint technological solutions and enabling the transfer of learning between agencies and forces so we can work more effectively together to embed evidence based practice, especially those determined by partners such as academia and the College of Policing. We must understand the wide ranging concerns of citizens and be able to communicate across all forms of public contact (including new technologies and social media), which will require significant analytical and forecasting capabilities, which must be reflected within the workforce.

— Working with partners to foster a culture shift around the delivery of public protection, away from a single organisation mentality towards budgeting and service provision based on a whole-system approach, pooling funds where appropriate to achieve common aims for the benefit of the public.

— Adopting a place-based approach with more multi-agency teams or hubs to tackle community issues requiring early intervention across a range

of agencies and organisations. Moving beyond single service based practice to "whole place" approach to commissioning preventative services in response to assessments of threat, harm, risk and vulnerability.

Specialist Capabilities

4.3 Our challenges:

— The threat from terrorism, cybercrime and organised crime will continue to grow while taking new and unexpected forms. As a result, policing will need to focus even more on protecting individuals, organisations and society as a whole through the development of new law enforcement capabilities and ensuring our people are trained and equipped to deal with the new and changing threats.

— There is a need to establish which operational policing capabilities are best provided by forces at the local, cross force or national level to provide efficiencies without losing the ability to deploy rapidly on the basis of threat, risk and harm.

By 2025, to better protect the public, we will enhance our response to new and complex threats, we will develop our network and the way we deliver specialist capabilities by reinforcing and connecting policing locally, nationally and beyond.

4.4 We will do this by:

— Enhancing and focusing on capability and achieving value for money by exploring a range of models for service delivery – scaling up specialist capabilities and standardising force and individual functions where appropriate. This approach to specialist and support functions will rationalise the number of locations required to support provision of an effective police service, allow capabilities common to different policing activities to be deployed flexibly, and ensure availability to all forces.

— Developing the way policing is structured so more specialist services are shared and delivered in the most effective way through national, cross-force or hub structures, while ensuring any pooling does not risk capabilities being drawn to urban areas to the detriment of rural areas. This must be led by local PCCs and chief constables who

can provide oversight and accountability, and cannot be imposed from the top down.

— Establishing a common methodology that recognises different threats, geographies and population densities to map resource against demand, by working with partners such as the National Crime Agency and the Security Service as well as recognising the governance arrangements of specialist and non-Home Office forces.

Work Force

4.5 Our challenges:

— The service provided is critically reliant on the quality of its people. It needs to be delivered by a professional workforce equipped with the skills and capabilities necessary for policing in the 21st century. It is also clear many individuals now have different work and career aspirations and needs. This has to be taken into account with the workforce model and supporting police education and professional development frameworks that are developed to ensure the police service attracts a representative mix of people with the right skills, knowledge and potential, behaviours and values to deliver the policing vision.

— Effective leadership and management is critical. The service needs to create a culture that values difference and diversity and which empowers individuals to maximise their contribution through continuous professional development and the encouragement of reflection and innovation.

— The current employment model needs to provide the right reward and recognition outcomes for police officers and staff as well as be affordable for communities.

— Policing is built on our people. There is a need to add critical new skills to the service, get the right mix between officers and staff and be more representative of the communities we serve to achieve our vision.

— Changes to the culture and leadership of the service are vital if policing is to innovate at the pace required.

By 2025 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements.

4.6 We will do this by:

— Continuing work to build a culture which values difference, openness and transparency, underpinned by the shared values and behaviours set out in the Code of Ethics.

— Establishing a methodology and framework which helps practitioners across policing contribute towards building knowledge and standards based on evidence.

— Creating routes to enter, leave and re-enter policing which are clear, flexible and consistently applied across the service.

— Setting clear and consistent requirements for entry into policing and for accreditation to defined ranks and roles in the service.

— Supporting key aspects of policing training and development through academic accreditation which recognises the skills and knowledge of our workforce.

— Creating independently validated frameworks of continuing professional development for all in policing, helping them gain recognition for their skills, progress their careers and fulfil their potential.

— Developing our staff and working with our statutory regulators to define a better balance between personal accountability and a bureaucratic fear of making mistakes.

— Developing a comprehensive understanding of demand on policing and matching it to knowledge, skills, and capability to meet that demand in a consistent and cost effective way.

— Exploring opportunities for police conditions of service to reflect flexibility, reward contribution, competence and skill levels using a model which is affordable.

— Consideration of a more consistent national framework for police staff terms and conditions to support collaboration while enabling appropriate local flexibility.

— Creating a leadership and management development model which equips leaders at all levels to meet the challenges of the future and, by empowering policing professionals, allows levels of supervision and checking to be reduced.

— Building an evidence base on staff wellbeing, procedural justice and maximising discretionary contribution so that those who work in policing can be supported and valued through change.

— Creating further opportunities for members of the community to volunteer (or take apprenticeships) within the service.

— Implementing the College of Policing leadership review to equip leaders of the future with the skills and knowledge to succeed, and exploring opportunities to achieve efficiency and broaden leadership experience and perspective through integrating leadership development within and outside of the public sector.

— Supporting the workforce through change so that they feel valued and retain their commitment and sense of vocation while adapting to meet the new challenges.

Digital Policing

4.7 Our challenges:

— The recent rapid development of technology means it plays a significant and central part in almost everything we do. Policing must embrace this new world and adapt to the new threats and opportunities it presents for 21st century policing.

— The internet is changing the way the public are using technology; the ways they want to engage with policing and their expectations of the services they wish to receive.

— Online crime has also grown dramatically. The internet has provided the opportunity to commit new types of crime, enabled some crime types to be committed on an industrial scale and facilitated many forms of "traditional" crime. Phishing, trolling, malware, online scams, revenge pornography and the proliferation of child abuse imagery go largely unrecorded, unanalysed and, as a result, are not fully understood. Criminals are exploiting technology, and the tools to preserve anonymity online, more quickly than law enforcement is able to bring new techniques to bear.

— A part of the digital world is the increasing abundance of digital evidence; from CCTV footage to emails to phone records, evidence has now gone digital and there is a requirement to ensure it is accessible, readable and has long term integrity,

when current technology, systems or formats have been replaced or decommissioned. There is a further requirement for a seamless interface between policing and the criminal justice system to ensure digital evidence can be presented easily and without delay.

By 2025 digital policing will make it easier and more consistent for the public to make digital contact, improve our use of digital intelligence and evidence and ensure we can transfer all material in a digital format to the criminal justice system.

4.8 We will do this by:

— Using new technology to reach out to individuals who are living more of their lives online and communicate with them digitally. While exploiting this opportunity, it must be balanced with maintaining traditional public contact for parts of the community which may not be digitally enabled.

— Gathering comprehensive information about victims, offenders and locations quickly from mobile technology and using analytics to help us make decisions about where we target limited resources.

— Making timely information and intelligence available to operational staff on mobile devices.

— Working with partners such as the College of Policing and Police ICT Company to secure a solid evidence base of 'what works', addressing sources of demand, and developing and encouraging uptake of existing and emerging technologies.

— Developing digital investigation and intelligence capabilities to improve our understanding of the digital footprint to counter internet facilitated, cyber enabled and cyber dependent criminality.

— Working with the criminal justice system to ensure connectivity to support the sharing of digital material. This will include working with partners across the criminal justice system to improve the experience of victims.

— Accelerating implementation through identifying and driving key solutions that will make the most impact.

— Giving our workforce the digital tools and expertise to investigate all incidents and crimes effectively and efficiently.

Enabling Business Delivery

4.9 To ensure policing is able to meet changing demands forces will have to further change the way that support services are delivered.

By 2025 police business support functions will be delivered in a more consistent manner to deliver efficiency and enhance interoperability across the police service

4.10 We will do this by:

— Working with the Police IT Company to prioritise investment in developing common data standards and encouraging national approaches to technology investment, establishing future capability requirements, realising shared benefits, governance, skills and training requirements.

— Exploring the wider opportunities of working with partner agencies on issues such as the management of offender rehabilitation or improving cohesion and delivery across the criminal justice system.

— Providing business support functions, working to common standards, in a manner that realises greater economies of scale through consolidation into cross-force units.

— Enabling greater joint working between local authorities, emergency services and local police forces, including formal integration of back office functions.

— Delivering savings by undertaking more shared procurement.

Governance & Accountability

4.11 Our challenges:

— The PCCs' statutory responsibility to ensure the efficiency and effectiveness of their police forces is now the firmly embedded keystone of policing governance, at the same time with operational independence being preserved.

— Recent history has seen significant shifts from a centrally driven and target-based police environment towards one characterised by an emphasis on localism. While central government is bound to retain a critical role in policing, local difference and local accountability are now more highly valued.

— Forces have been responding to these changes by collaborating with neighbouring forces and local partner agencies to improve efficiency and effectiveness. It is important that this continues with reference to a clear set of goals to optimise the benefits and avoid a fragmented national picture.

— There will be both further challenges arising, from the implementation of the Policing and Crime Bill, with its provision for change in fire and rescue services responsibility, from the implementation of the strategic policing requirement and the devolution of powers both in areas where there are to be mayors elected through devolution deals and to the Welsh Government.

— None of these changes can undermine local choice in the way policing is delivered nor the role of the PCC in setting priorities and holding chief constables to account and those two features will prevail as local, cross force and national accountability arrangements are devised.

By 2025 there will be clear accountability arrangements to support policing at the local, cross force and national levels.

4.12 We will do this by:

— Ensuring that PCCs continue to be at the heart of engaging communities in the reform plans so that the public understand and have confidence in any change.

— PCCs, working with chief constables, will ensure that there is coherence between oversight of the police reform programme and local policing and crime plans.

— Ensuring PCCs continue to play an important role in convening and building effective working relationships between the police service, central government, criminal justice and community safety partners.

— Continuing to develop arrangements appropriately recognising the roles of different policing bodies.

— Determining the best way of delivering police services and structuring accountability models to ensure appropriate PCC oversight, governance and accountability.

— Ensuring that, at whatever level, policing services are delivered (whether local, regional or national) they will be accountable for home office forces, or responsive in the case of the broader policing family, to the public through PCCs.