

## **The Strategic Policing Requirement: An inspection of the arrangements that police forces have in place to meet the Strategic Policing Requirement**

**April 2014**

### **Background**

The *Strategic Policing Requirement* (SPR) was published in July 2012. The document sets out the Home Secretary's view of the national threats that the police must prepare for and the appropriate national policing capabilities that are required to counter those threats.

The SPR respects the operational independence of the police service, advising what, in strategic terms, it needs to achieve, but not how it should achieve it. The HMIC's report examines how well police forces have responded to these requirements since the SPR was published in July 2012.

The SPR specifically directs HMIC to "provide assurance that the preparation and delivery [of SPR requirements] have been subject to a proportionate and risk-based testing and inspection regime"

The duty of the Chief Constable is set down in the SPR in the following terms:

"Chief constables must have regard to both the police and crime plan and the SPR when exercising their functions. Their police and crime commissioners will hold them to account for doing so."

The meaning of 'have regard to' is explained in the SPR in the following terms:

"It is not uncommon for legislation to require public bodies to 'have regard to' guidance, codes of practice or other material. The effect is that the police and crime commissioner and chief constable should follow the Strategic Policing Requirement unless they are satisfied that, in the particular circumstances, there are good reasons not to. It does not mean that either the police and crime commissioner or the chief constable has to follow the requirement blindly, but they should not depart from it without good reason (and should be prepared to be able to justify any departure from it on a case by case basis).

In April 2014 HMIC published the results of their inspection into the arrangements that police forces have in place to meet the Strategic Policing Requirement. This was followed in June 2014 by two further reports focusing on how police forces deal with threats to public order and large-scale cyber attacks. The following response is relevant to all 3 documents. The inspections required submission of data from all 43 forces in England & Wales. In addition supporting fieldwork was conducted in 18 forces. Devon & Cornwall was not one of those included in the fieldwork.

### **Police & Crime Commissioners Response**

I welcome the reports describing the results of Her Majesty of Inspectorates inspection of the arrangements that police forces have in place to meet the Strategic

Policing Requirement and how forces deal with threats to public order and large-scale cyber attacks.

In particular I note the recommendation that Chief Constables and PCCs should, as part of their annual resource planning, explicitly take into account their strategic threat and risk assessments when they make decisions about the capacity and capability required to contribute to the national response to those threats. In order to meet my commitment to this I held a performance deep dive meeting with the Chief Constable in October.

I was reassured by that meeting that Devon & Cornwall Police have strategic threat and risk assessment processes in place that address the Strategic Policing Requirement and that these are used to inform decisions about the number of resources and training required to provide the necessary capacity and capability. That meeting also noted a number of challenges facing Devon & Cornwall Police and the police service more generally. These include the potential for tension between local, regional and national agendas and a particular issue concerning the police capacity to identify and tackle cybercrime.

I shall continue to support the Chief Constable in resolving tensions between national and local agendas through representation of the interests of Devon & Cornwall on national strategic forums. I will also be holding a deep dive meeting to consider the nature of the threat posed by cybercrime and to better understand the challenges that Devon & Cornwall face in protecting the public from this emerging form of criminality.

## Chief Constable's Response

### Force Recommendations

As a result of their inspection, HMIC have made a number of national recommendations - there are no Devon and Cornwall specific recommendations.

### National Recommendations

There are fifteen national recommendations, which fall under the following categories:

- Capacity and Contribution
- Capability
- Consistency
- Connectivity

The text of each recommendation within the four categories has been extracted from the HMIC report. A comment follows each recommendation which outlines the activity that is already taking place within the force, or is planned to take place as a result of that recommendation. These are shown in the tables on the following pages.

General Recommendation		
	Recommendation	Force response
1	Chief constables should, immediately, establish a collective leadership approach that is committed to securing the required level of preparedness to respond to the national threats - in a way that is consistent across England and Wales. This should be	<i>The Chief Constable notes the recommendation. In respect of Counter Terrorism, Devon and Cornwall Police is one of the four West Country forces in the joint Counter Terrorism Unit.</i>

	<p>done by:</p> <ul style="list-style-type: none"> <li>• re-establishing their commitment to a National Policing Requirement that fully describes the response that chief constables are committed to providing to the tackle the national threats;</li> <li>• providing the capacity and capability necessary to contribute to the collective response by all forces to tackle the national threats;</li> <li>• monitoring how well forces are fulfilling their obligations to the National Policing Requirement and formally reporting the results to Chief Constables' Council - at least annually;</li> <li>• fulfilling their promise to annually review the National Policing Requirement.</li> </ul>	<p><i>Chaired by an ACC, the Force has a Protective Services Board which takes a holistic approach to areas covered by the SPR.</i></p> <p><i>The force will undertake an annual review of the National Policing Requirement and engage with any collective response required on a regional or national basis. A full self-assessment was undertaken and completed in December 2013. No areas of concern were identified as a result of this self-assessment.</i></p>
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### Capability and Contribution recommendations

	Recommendation	Force Response
2	Chief constables should conduct an evidence-based assessment of the national threats (as described in the SPR), at least annually, and make it part of their arrangements for producing their strategic threat and risk assessments. This should start immediately because it is essential to understand the threat and risks before deciding upon the level of resources that are necessary to respond.	<i>The Chief Constable notes the recommendation. The Strategic Assessment is completely reviewed on an annual basis and takes account of the threat and risk assessments that are conducted for firearms and public order, together with emerging themes both internal and external to the force. Any emerging risks and activity required are recorded in the relevant risk registers and business plans, with all SPR activity taking place under the governance of the Protective Services Board. (Ops)</i>
3	Chief constables and PCCs should, as part of their annual resource planning, explicitly take into account their strategic threat and risk assessments when they make decisions about the capacity and capability required to contribute to the national response to those threats. This should start with immediate effect.	<i>The Chief Constable notes the recommendation. Resource planning takes account of the threat and risk assessments that are conducted for firearms and public order, together with consideration to ensuring that the skills profile and succession planning for specialist roles. This enables the appropriate levels of staffing to be monitored and maintained to meet the identified threats and risks. (Ops)</i>
4	Chief constables should work with the College of Policing to create national guidance that describes how forces	<i>The Chief Constable notes the recommendation. Once the guidelines have been published, the force will</i>

	should establish the number of PSUs they need to respond to their assessment of the local public order threat. This should be completed within six months.	<i>review its internal assessment accordingly and revisit it to ensure the numbers reconcile with the revised guidance. In the meantime, the force's establishment is based on the local assessment of threat which we currently meet. (Ops)</i>
5	Chief constables should work with the Home Office, the National Crime Agency and CERT-UK (following its launch in March 2014) better to understand their roles in preparing for, and tackling the shared threat of a large-scale cyber incident. Their roles should cover the 'pursue, prevent, protect and prepare' themes of the Serious and Organised Crime Strategy.	<i>The Chief Constable notes the recommendation. The force is adopting the capability framework as circulated by the College of Policing as a means to collate and assess our capacity and readiness around cyber criminality. This is being enhanced with the production of a force assessment around the impact of cyber crime. This will then lead to the preparation of a plan based around the four Ps (pursue, prevent, protect and prepare), with appropriate governance, to develop our response to such criminality. (Crime Dept. See also comments for Recommendation 15)</i>
6	Recognising the fact that both the understanding of the national threats and the police response to them are continually changing, the Home Office should regularly review the SPR to make sure its requirements remain relevant and effective.	<i>The Chief Constable notes the recommendation. Devon and Cornwall regularly conduct a self-assessment of the force's position in the SPR areas using the toolkits provided by the College of Policing. On receipt of any amendments to the SPR, the revisions are reviewed and a dynamic self assessment made of the force's ability to meet them. Archived copies of previous self assessments are maintained to ensure that changes and developments can be audited. This activity is dependent upon the information being published or sent through by the Home Office or the College of Policing. (Ops and Crime)</i>

### Capability recommendations

	Recommendation	Force Response
7	The College of Policing should work with chief constables to establish and specify the capabilities necessary (in a capability framework) for forces to use to assess whether or not they have the required capabilities to respond to the threat of terrorism. This should be completed within a year.	<i>The Chief Constable notes the recommendation. The national lead for Counter Terrorism has determined that a toolkit will not be produced for this area of business. (Crime)</i>
8	Chief constables should regularly, at least every two years, complete the College of Policing's capability frameworks to help them assess	<i>The Chief Constable notes the recommendation. In Devon and Cornwall, for all areas of the SPR where there are capability frameworks</i>

	whether or not they have the capabilities necessary to respond to the national threats.	<i>in place, these have been reviewed on at least an annual basis, and with key individuals providing updates on progress dynamically as well as upon request. The force's intention is to continue to review the frameworks on at least an annual basis, or when amendments are published if this is sooner. The information is used to inform planning and risk management activity. (Ops and Crime)</i>
9	Chief constables should work with the College of Policing to establish formal guidance to forces about how they should mobilise public order commanders between forces. This should be done within three months.	<i>The Chief Constable notes the recommendation. Across the South West region commanders are already mobilised across forces. This takes place through the South West Region Information Coordination Centre (SWRICC) for which Devon and Cornwall is the lead force. This has worked successfully in operations, where all mutual aid requirements have been met, and as such no further activity is required in order to meet this recommendation. (Ops)</i>
10	Chief constables should agree, and then use a definition that specifies exactly what the term 'mobilised' means in relation to the testing of the police response required by the Police National Public Order Mobilisation Plan. This should be done within three months.	<i>The Chief Constable notes the recommendation above. The definition of 'mobilised' has been open to interpretation and once that national definition has been agreed, the force will adopt it accordingly and makes the appropriate revisions to the relevant policies and procedures. Operations Department have a process for de-briefing incidents to identify any learning points or opportunities for improvement in future events. (Ops)</i>
11	Chief constables should provide those whose duty it is to call out public order trained staff with the information they need, 24 hours a day, seven days a week, so that they can mobilise the required number of PSUs within the timescales set out in the Police National Public Order Mobilisation Plan.	<i>The Chief Constable notes the recommendation above. Devon and Cornwall's resourcing staff, whether based in the Resource Management Unit (RMU) or SWRICC (for which Devon and Cornwall are the lead force), have access to two force systems that contain contact details for off duty officers in the event of a call-out being necessary. (Ops)</i>

### Consistency recommendations

	Recommendation	Force Response
12	Chief constables should work with the College of Policing to agree and adopt a standard specification for all equipment that is necessary for the	<i>The Chief Constable notes the recommendation. Regional work takes place around the procurement of equipment, but this has not been</i>

	police to be able to respond to the national threats.	<i>standardised across the country. Devon and Cornwall would review any national recommendations in line with the regional purchasing agreements once they have been received. The force is a member of the Southwest Police Procurement Department, and this puts it in a good position for consistency with the other participating forces and national standardisation. (Ops and Crime)</i>
13	Once standard specifications are in place, the Home Office should support national procurement arrangements and, if police forces do not adopt them, mandate their use through regulation.	<i>The Chief Constable notes the recommendation. Regional procurement arrangements are already in place (across four south-west forces) and would put the force in a position where it is able to link with any national arrangements as appropriate. (Ops and Crime)</i>

### Connectivity recommendations

	Recommendation	Force Response
14	Chief constables should demonstrate their commitment to the objectives of the Joint Emergency Services Interoperability Programme by, wherever practicable, aligning their operational procedures with the other emergency services.	<i>The Chief Constable notes the recommendation. JESIP courses have commenced in Devon and Cornwall and it is anticipated that all priority staff will be trained by September 2014 with further legacy training to be continued across the region from then onwards. All training is multi agency based and the principles will be tested in a live regional exercise planned for July 2014. All policies and processes that we own in force will be looked at and reviewed in line with the JESIP principles, however the expectation is that all national documents and manual of guidance will be adapted by the College of Policing and promulgated to forces. The local LRF have been briefed and are in engaged in the changing and amending the necessary process protocols and plans. (Ops)</i>
15	Chief constables and the Director General of the NCA should prioritise the delivery of an integrated approach to sharing and using intelligence	<i>The Chief Constable notes the recommendation. Under the Regional Organised Crime Unit (ROCU) set up a five-force model for regional prison intelligence units was accepted by the Chief Constables and is now functioning. There is some on-going work to streamline processes and</i>

		<p><i>authorities – but all Prison Intelligence officers are now managed under a regional structure.</i></p> <p><i>Ongoing work is taking place in relation to regional confidential units. Devon and Cornwall are currently reviewing the options and, at this time, have not accepted the regional model that is being progressed.</i></p> <p><i>The Regional Intelligence Unit is still being provided by Zephyr. Asset Recovery is also facilitated through a Regional Asset Recovery Team (RART), with a new RART co-ordinator postholder recently employed. Of note there is no national College of Policing assessment tool, the national lead has deemed this as unnecessary. (Crime)</i></p>
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