Police Chiefs in the UK

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Politicians, HR Managers or Cops?

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Preface

The author was concerned about the role of the police in the UK in the twenty-first century. It is 25 years since Robert Reiner's seminal book on Chief Constables and 5 years since Bryn Caless' work on 'Policing at the Top'. In that time the policing milieu has changed considerably and the UK has witnessed the introduction of Police and Crime Commissioners (PCCs), a new Police Force in Scotland (Police Scotland), the first civilian head of the Her Majesty's Inspectorate of Policing (HMIC), the introduction of the NPCC (that replaced ACPO) and a new College of Policing. In light of these significant changes, the author was concerned about how the model of policing has changed in the UK and how it looks in the early twenty-first century. These changes have occurred against a backdrop of austerity and uncertainty around police funding. The foundation of British policing as envisaged by Sir Robert Peel was policing by consent, and this book examines how current structures allow for public participation in governing police powers and how operational independence is maintained by Chief Constables. New crime demands such as cybercrime and human trafficking as well as historical enquires into child abuse have determined the police environment. The author then set out to research the following main themes in light of these seismic developments:

- What is the police function in the UK in the early twenty-first century and what is the best governance model to oversee the police?

- What does proper and correct accountability as espoused by organisations like the HMIC, PCCs and Independent Police Complaints Commission (IPCC) look like and how does it contribute to the police function?
- What are their views on the police?
- What structure best serves the policing function in the early twenty-first century, collaboration, strategic alliances, local forces, regional units or national agencies?
- Is collaboration with other forces the best model for policing?
- How has the Office of Police and Crime Commissioner (PCC) developed and matured since its introduction in 2011 and how in reality does the relationship work with the Chief Constable or Chief Officer?
- How do the police deal with new crime demands—cybercrime, CSE and fraud?
- Historical crimes—Do we police the past or the present?
- How do the police deal with new types of terrorism?
- How do we make policing better to ensure fewer victims, less road injury victims, less victims of terrorism and protect the public from online crime?
- How has austerity and police funding affected the service delivery?
- What do the PCCs think of the police and the related agencies?
- How has IT shaped the police? Like other organisations the use of mobile IT has the potential to change working practices, not only in the police but in the wider Criminal Justice (CJ) system.
- How do we police the future?

These themes were developed by the interviewees rather than by the author during the course of the research and the themes continued to alter and change accordingly. The author is grateful for the time and candour that the interviewees displayed. All those interviewed displayed a passion for policing and making the service better, although there were different views as to how this should be done. It was comforting to note that one of the most important public services arouses strong emotions from those concerned. Some organisations attracted more opprobrium than others, but it is hoped that all sides are represented fairly. The views shown are not those of the author and some may feel that the views expressed are too strident but the author hopes that this book reflects the

honest and direct nature of the interviews. The topics for discussion were those raised mainly by the interviewees themselves. It became obvious during the interviews that modern technology is changing both the demand on policing and the structure of Policing and therefore there is a separate Chapter on this issue. Similarly finance and paying for the Police was uppermost in interviewees minds and again has a separate chapter devoted to the main issues.

The author was determined that within the range of general issues such as accountability, crime, and austerity the participants be allowed to express their own views. The reader may feel that the book does not deal fully with individual issues but it is an attempt to deal with the scale and scope of police responsibilities and the background in which the PCCs, agencies and Chief Constables operate. The scope of policing responsibilities is wide and not always clearly defined. The main issues facing the police are mentioned here, but there is insufficient space to discuss every single police responsibility. Similarly, others may feel that certain organisations or bodies have not been dealt with in sufficient detail. This is simply a matter of logistics and space within the confines of the book. After 89 interviews it is hoped most views are represented.

The interviews were semi-structured and carried out by the author mostly on a one-to-one basis or in two cases with a third party present. The interviews were carried out in the interviewee's office or on the telephone. In five cases, the interviews were conducted in neutral venues. Only four Chief Constables and four PCCs declined to be interviewed. Of the four Chief Constables that refused, two initially agreed and then did not participate. Full anonymity was agreed with participants and the interviews will be referred to as CC (for Chief Constable), PCC (for Police and Crime Commissioner) or RCC (for Retired Chief Constable) or advisor. The notes were transcribed by the author and the main themes were elicited from those interview notes.

The original version of this book was revised. An erratum to this book can be found at DOI 10.1007/978-3-319-44105-4_11

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List of Abbreviations

ACC	Assistant Chief Constable
ACPO	Association of Chief Police Officers
ANPR	Automatic Number Plate recognition
APCC	Association of Police and Crime Commisioners
ARV	Armed response vehicle
ASBOs	Anti Social Behaviour Orders
BAME	Black and Ethnic Minorities
BCU	Borough Command Unit
BWC	Body Worn Cameras
CC	Chief Constable
CEOP	Child Exploitation and Online Protection agency
CHIS's	Covert Human Intelligence Sources
CID	Criminal Investigation Department
CJ system	Criminal Justice system
CoPaCC	Comparing the office of Police and Crime Commissioners
CSE	Child Sexual Exploitation
DCC	Deputy Chief Constable
ECHR	European Charter of Human Rights
HASC	Home Affairs Select Committee
HMIC	Her Majesty's Inspectorate of Constabulary
IPCC	Independent Police Complaints Commission
JTAC	Joint Terrorist Analysis Centre
MAPPA	Multi Agency Protection Panels
MARAC	Multi Agency Risk Assessment Conference

MASH	Multi Agency Safeguarding Hub
MOPAC	Mayors Office for Policing and Crime
NABIS	National Ballistics Intelligence Service
NCA	National Crime Agency
NIM	National Intelligence Model
NPCC	National Police Chiefs Council
NPoCC	National Police Coordination Centre
OCG	Organised Crime Group
OPC	Office of Professional Conduct
PACE	Police and Criminal Evidence Act
PCC	Police and Crime Commissioner
PCSO	Police Community Support Officer
PEEL	Police Effectiveness, Efficiency and Legitimacy HMIC programme
PIRC	Police Investigations and Review Commissioner
PNAC	Police National Assessment Centre
PONI	The Policing Ombudsman Office of Northern Ireland
PSD	Professional Standards Department
PSNI	Police Service of Northern Ireland
RIPA	Regulation of Investigatory Powers Act
ROCU	Regional Organised Crime Units (see Appendix 6)
SOCA	Serious and Organised Crime Unit
SPR	Strategic Police Requirement (see Appendix 8)

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