

<b>Committee(s):</b> Police	<b>Date(s):</b> 14 <sup>th</sup> September 2012
<b>Subject:</b> The Strategic Policing Requirement	<b>Public</b>
<b>Report of:</b> Commissioner of Police Pol 59/12	<b>For Decision</b>
<p style="text-align: center;"><b><u>Summary</u></b></p> <p>The Strategic Policing Requirement (SPR) was published on 31<sup>st</sup> July 2012 and defines a limited number of high-risk areas of policing that require national consistency of approach and interoperability between forces and other partners. It replaces the Shadow SPR that was published as an interim measure last November. The Home Secretary will ‘look to all forces and their local policing bodies to have regard to this SPR when exercising their responsibilities, as set out in the Police Reform and Social Responsibility Act (2011) and the Police Protocol.’</p> <p>The SPR gives details under headings of :</p> <p>i) Capacity and contribution ii) Capability iii)Consistency and iv) Connectivity.</p> <p>Further details of these headings are in the main body of the report.</p> <p>Having considered the best way of meeting the requirements of the SPR, the Force proposes to introduce a strategic framework, which will allow us to evidence and challenge ourselves against the requirement. Forces have been given operational independence to decide how best to achieve this, and therefore the Assistant Commissioner will introduce a new programme of work specifically aimed at assessing Force compliance with the SPR. A scoping exercise will be undertaken to identify how best to document and pull out the relevant themes within the SPR. There will clearly be cross over with the existing Protective Services framework, which the Force has assessed itself against since the publication of the revised Protective Service Minimum Standards in 2010. In addition to this, the soon to be launched ACPO Authorised Professional Practice<sup>1</sup> website will be available to provide definitive guidance on many of the key policing functions. The SPR Working Group will replace the Protective Services Strategic Group upon which Deputy Chairman Simon Duckworth sat as a Lead Committee Member and a new Terms of Reference will be agreed.</p>	

<sup>1</sup> APP to be launched September 2012, consolidating ACPO guidance .

It is probable that HMIC will introduce a programme of work to assess Force compliance with the SPR at some stage in the future.

### **Recommendation**

- i) For Police Committee to endorse the Force's proposal to set up a working group to assess and direct activity.
- ii) For Police Committee to identify a Lead Member for the SPR Working Group, which will serve to involve the Police Authority in providing independent scrutiny and challenge.

## **Main Report**

### **Background**

1. The Strategic Policing Requirement (SPR) resulted from the coalition government's changes to how policing in England and Wales is governed, principally those aspects relating to localism, and the election of Police and Crime Commissioners (PCC's) replacing police authorities as the principal mechanism through which police forces will be accountable to their communities.
2. Despite the emphasis on local priorities, the government accepts that there are threats that transcend force boundaries and which impact on the country as a whole; terrorism and serious organised crime being two such examples. The SPR seeks to assist chief officers and police and crime commissioners in balancing their local and national responsibilities.

### **Current Position**

3. On 31<sup>st</sup> July, the Home Secretary published the current statutory strategic policing requirement. This replaces the shadow strategic policing requirement issued in November 2011, and will come into effect in November 2012.
4. As in the shadow SPR, Part A sets out the national criminal and terrorist threats and other civil emergencies, but also adds large-scale cyber crime, border security and economic crime as having organised crime dimensions. It also notes that large-scale major events (the current Olympic and Paralympic games are cited as examples) may require cross force cooperation and coordination.

5. Part B outlines the requirement to counter those threats, in terms of capacity and contribution, capability, consistency and connectivity. However, in the capacity section, the new SPR also sets out the responsibilities of PCCs and chief constables. In the capability section, it adds the requirement for forces to have the knowledge, skills and equipment to operate effectively at specialist levels and a requirement for the service to understand location and availability of assets to mobilise at very short notice. In the consistency section, it refers to national standards to be developed by the new Police Professional Body (i.e. the College of Policing ) from 2013.
6. Looking at each of those terms in more detail:
  - i. “Capacity and contribution” sets out the combined capacity of response that is required at the national level to counter the identified threats in Part A. This effectively is the obligation to collaborate with other forces and partners in a way that makes operational sense and is affordable. Specific examples are cited, including delivering the outcomes of the CONTEST<sup>2</sup> strategy and the Organised Crime strategy, “Local to Global”. The section goes on to say that forces should have sufficient capacity to respond to spontaneous and planned events, and to deal with civil emergencies requiring a national response.
  - ii. “Capability” sets out the requirements needed to achieve the outcomes described immediately above. Whilst it is envisaged many forces will deliver such capabilities locally, there ought to be the ability to brigade separate forces’ capabilities when the demand dictates. Again, this alludes to the need to collaborate when needed, but this is on a more ad hoc basis and might be mandated and co-ordinated nationally on a needs basis by a national organisation such as the National Crime Agency. The types of capabilities this refers to includes:
    - a) the ability to identify and understand the threats, risk and harm to ensure an appropriate response;
    - b) gather, assess and report intelligence, across force boundaries when required;
    - c) conduct complex investigations, across force boundaries when required;

---

<sup>2</sup> CONTEST Strategy- the strategy to reduce the risk from terrorism to the United Kingdom and its interests overseas.

- d) provide trained, competent command and control to major operations including co-ordination of a multi-agency response;
  - e) provide armed support where necessary;
  - f) provide police support to major events such as the Olympic games
- iii. “Consistency” refers to those areas of policing where the government considers there must be a level of interoperability across forces and “blue-light” partners. The functions cited are: public order; firearms; surveillance (including technical surveillance); and response to CBRN incidents.
  - iv. “Connectivity” refers to the need for police forces to be connected effectively at a local level (i.e. internally), at force level (i.e. between BCUs), collaboratively across force boundaries and with the national level, specifically with the National Crime Agency once it is introduced. Specific emphasis is placed on communications arrangements with other emergency service providers for the management of critical incidents and civil emergencies.
7. The Force has been using the Protective Services Minimum Standards framework, originally introduced in 2006 and further revised in 2008 and 2010, to assess Force competence and compliance across a wide range of functional areas (Public Order, Serious & Organised Crime, Counter Terrorism etc). A recent internal review, in June 2012, of Protective Services found that the Force was at least 95% compliant across all of the functions. This work will help to position the Force favourably in terms of evidencing capacity, capability and connectivity under the SPR.
  8. In September 2012 ACPO will launch the Authorised Professional Practice interactive website, which aims to streamline existing policy and guidance into one place. Many of the guidance documents relate to key functions that will be relevant to the SPR. These documents will be extremely useful in helping the force to set the framework for the SPR working group.

## **Proposals**

9. The Force recognises the importance of being able to evidence how we meet the requirements of the SPR, together with the Police Authority and other partner agencies. Although the Force feels confident that its previous

work on Protective Services will provide a body of evidence to support the requirement, there is likely to be some gaps and issues that will need to be considered and addressed at a strategic level. Therefore, due to the importance of this work, the Assistant Commissioner will introduce a new programme of work specifically aimed at assessing Force compliance with the SPR.

10. A scoping exercise will be undertaken to identify how best to document and pull out the relevant themes within the SPR. There will clearly be cross over with the existing Protective Services framework, which the Force has recently successfully used to assess capability on key policing functions. The SPR Working Group will replace the Protective Services Strategic Group (PSSG) and a new Terms of Reference will be agreed. Deputy Chairman Simon Duckworth was the Lead Member for this work stream and attended a number of the PSSG meetings to provide Committee scrutiny and oversight.
11. The Force recognises the benefit of involving the Police Committee and other partner agencies in this work and the Force would therefore welcome the involvement of a Lead Member nominated from the Police Committee, to provide independent scrutiny and challenge to the process.

### **Financial Implications**

12. At this stage there are no additional financial implications for the Force. Clearly the working group will require staff commitment which will result in an opportunity cost and time to participate in meetings and deal with any actions/tasks emerging from the working group.

### **Strategic Implications**

13. The SPR sets out the framework for Forces to consider the Home Secretary's view of the national threat and the national policing capabilities required to counter those threats. The Home Secretary has been keen to state that she respects Force's operational independence, and that the SPR provides strategic advice on what forces need to achieve, but not how this will be achieved, leaving this very much to local delivery.
14. It is likely that HMIC will be tasked, in the medium term, to assess how Forces have reacted to the SPR. HMIC's new approach will be to risk assess Forces on a variety of areas and only inspect further where Forces are not able to provide reassurance around compliance. Taking the proposed approach will provide reassurance that the Force and Police

Committee have taken a pro-active approach to consider and embed the new SPR.

## **Conclusion**

15. The Force recognises the importance of positioning itself to meet the requirements of the SPR. The Force will achieve this by taking a pro-active approach to define what the SPR means for the City of London Police, understand the Force's current position, identify any 'areas for improvement' and scope and cost the requirement to fully meet the SPR, in line with the new and evolving policing model under the City First Change Programme. The Assistant Commissioner will lead on this work and would welcome representation from a Lead Member of Police Committee.

## **Background Papers:**

*Strategic Policing Requirement.*

## **Appendices**

### **Contact:**

*Supt Lorraine Cussen*

*Head of Strategy Performance and Review*

*020 7601 2201*

[lorraine.Cussen@cityoflondon.pnn.police.uk](mailto:lorraine.Cussen@cityoflondon.pnn.police.uk)