

# Police workforce for the future

Alexander Hitchcock, Senior Researcher  
Emilie Sundorph, Researcher

Thursday 12 October 2017

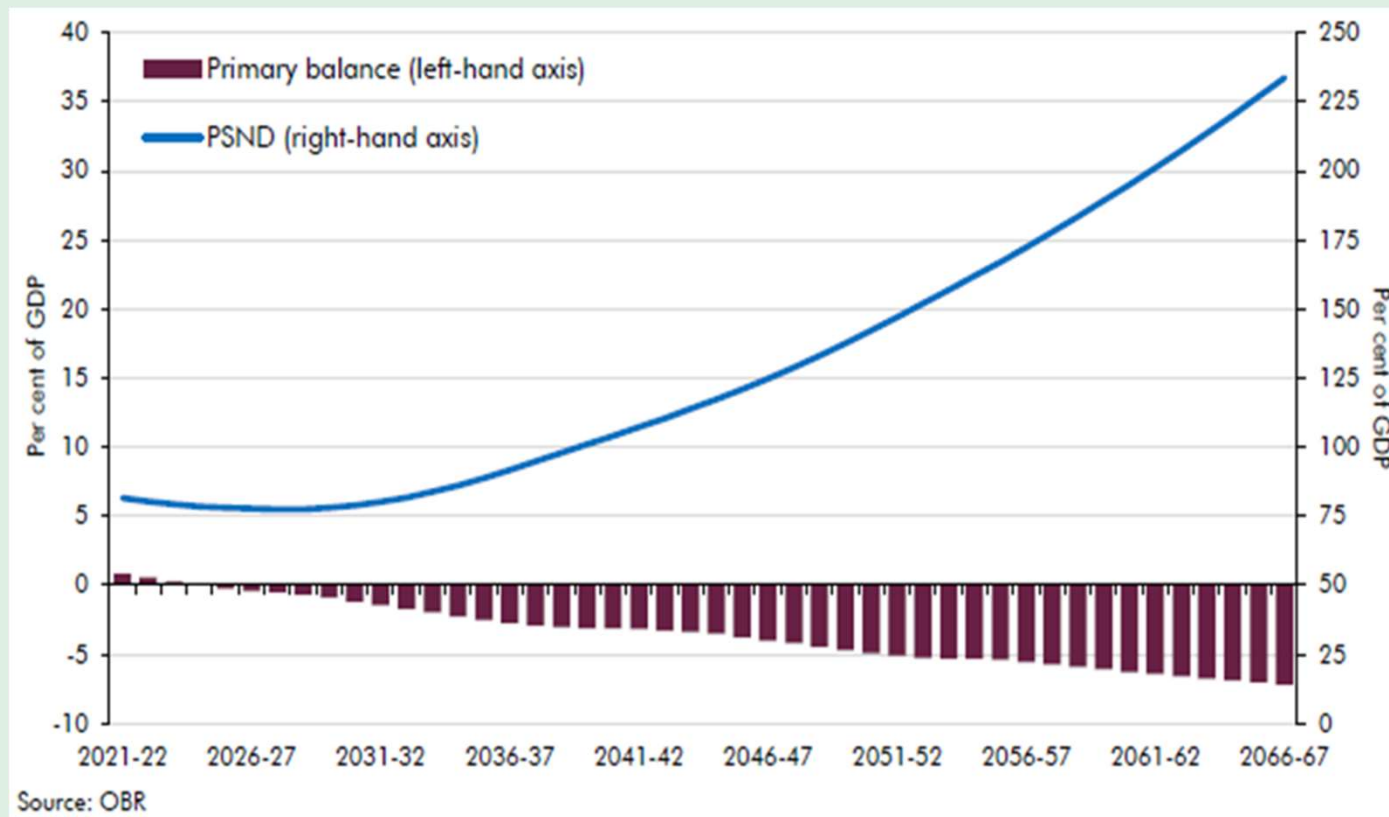
# Agenda

1. Introduction
2. The state of play
3. Changing challenges
4. The workforce needed...
5. ...And how to get there
6. In sum

# Introduction

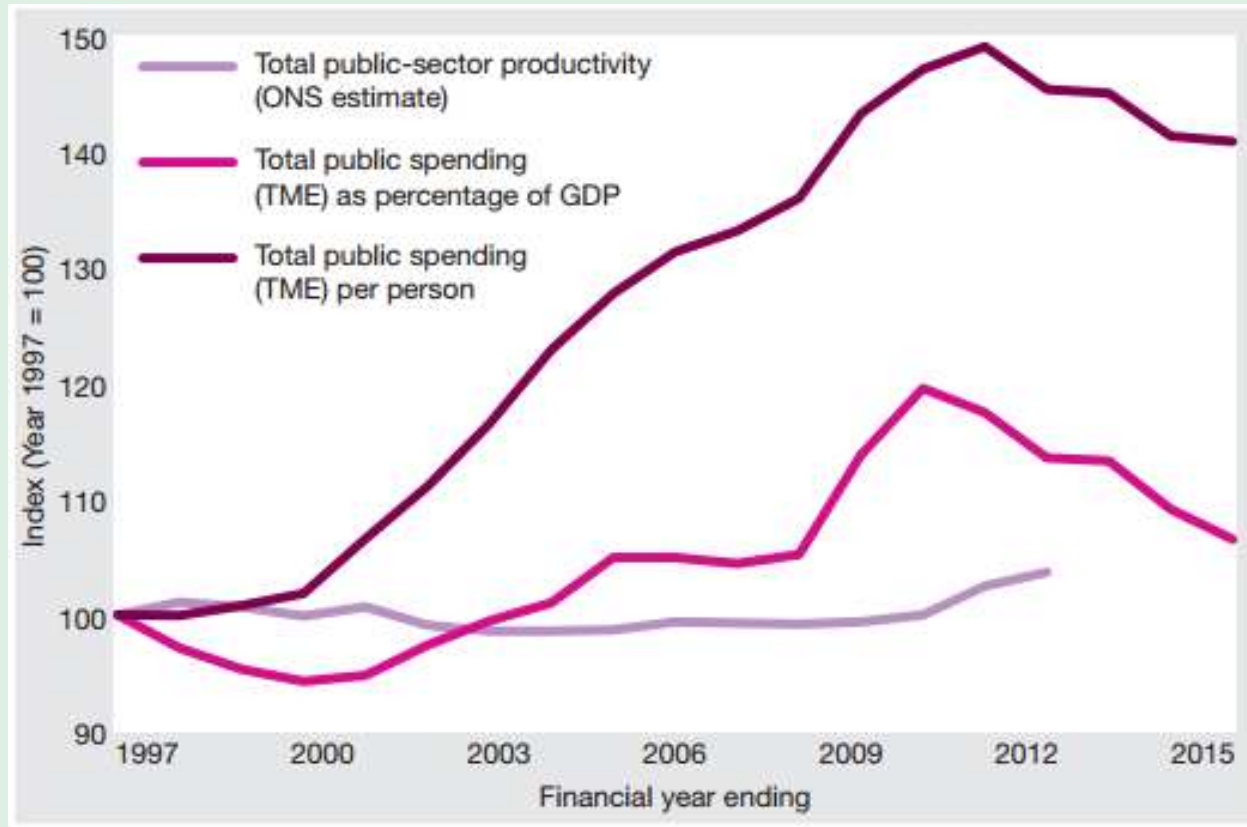
- Reform
- *Bobbies on the net*
- Digital public safety

# The state of play: public finances



Source: OBR, *Fiscal Sustainability Report*, 2017

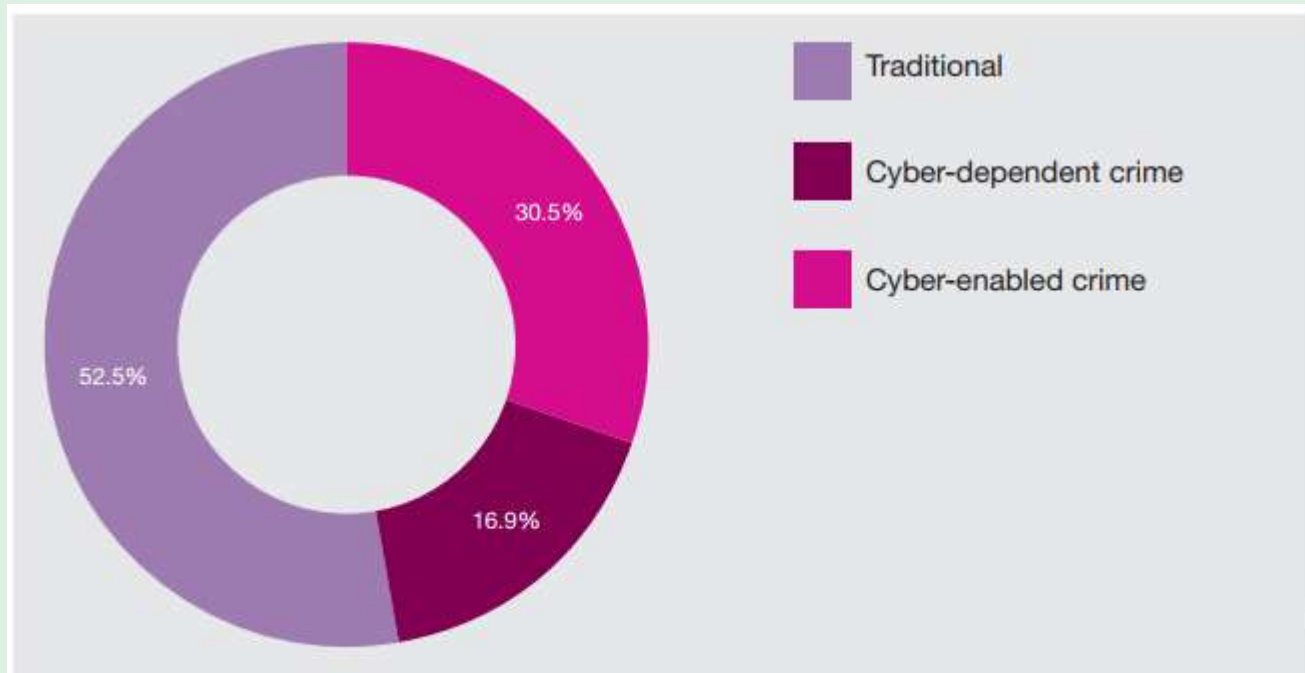
# The state of play: productivity



Sources: ONS, *Public Service Productivity Estimates*, 2015;  
HM Treasury, *Published Expenditure Statistical Analyses*, 2015. Reform calculations.

# Changing challenges

## Crime in year to September 2016



Source: National Cyber Security Centre and National Crime Agency, *The Cyber Threat to UK Business*, 2017.

Note: figures may not sum to 100 due to rounding.

# Changing challenges

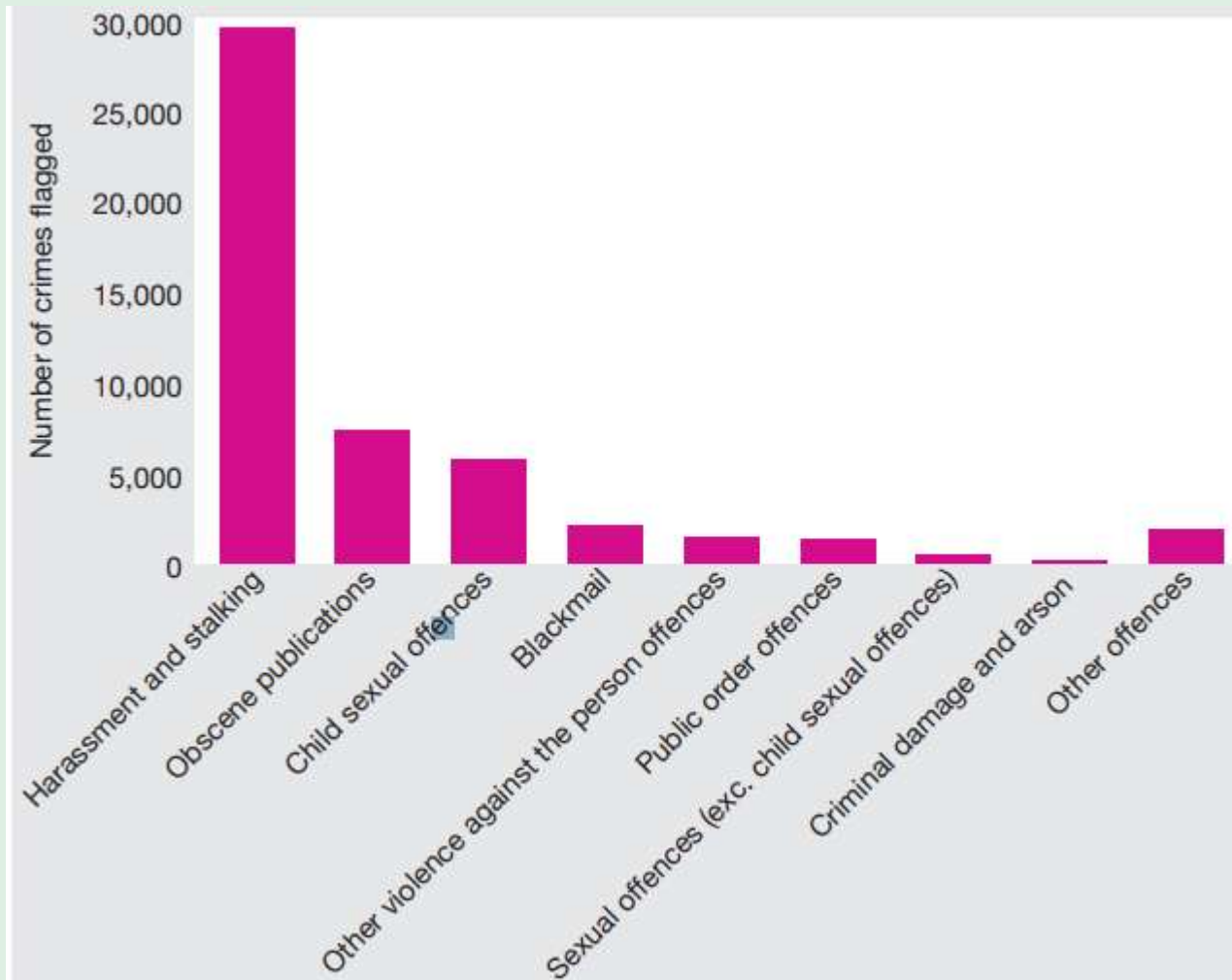
## Change in headline crimes, 1995 -- 2016



Source: Office for National Statistics, *Crime in England and Wales: Year Ending Sept 2016*, 2017.

# Changing challenges

Recorded crimes flagged with an online element,  
2016-17





# Changing challenges

What will be the main challenges for police forces in the future?

Internet of Things

Driverless cars

Quantum computers

Smart cities

# The workforce needed: high-tech

- Predictive analytics
- Keeping people on the frontline
- Reducing administration
- Digital element of investigations
- Elite cyber skills

## ...And how to get there: high-tech

- Digital academy
- Cyber volunteers

# The workforce needed: innovative culture

- Learning culture
- Problem-solving culture
- Embracing new ideas

# ...And how to get there: innovative culture

- Leadership
- Secondments
- New working patterns
- Skunkworks

# The workforce needed: resilience

- Change is the new normal

## ...And how to get there: resilience

- Support from leaders
- Interaction with other officers/staff
- Support apps

## In sum

- Public services finances under pressure
- Crime is changing
- Opportunities for policing to change skills to meet demand
- This is a journey, which officers and staff will need to be taken on by leaders