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Five things you should consider from
Scanning – Techniques and Insights

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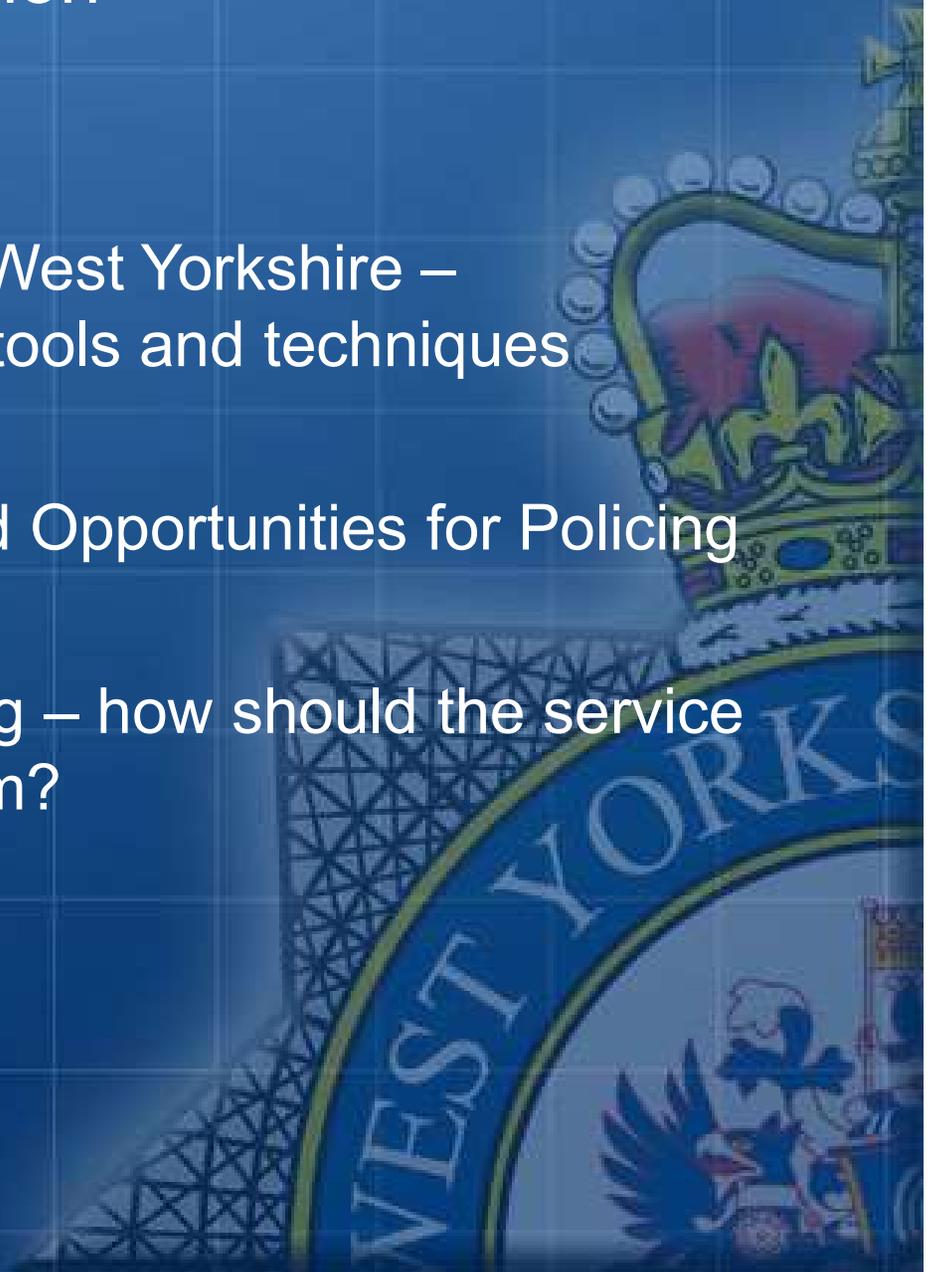


- *“The key responsibility of leadership is to think about the future” (Brian Tracy)*
- *“The more unpredictable the world is, the more we rely on predictions” (Steve Rivkin)*



Session

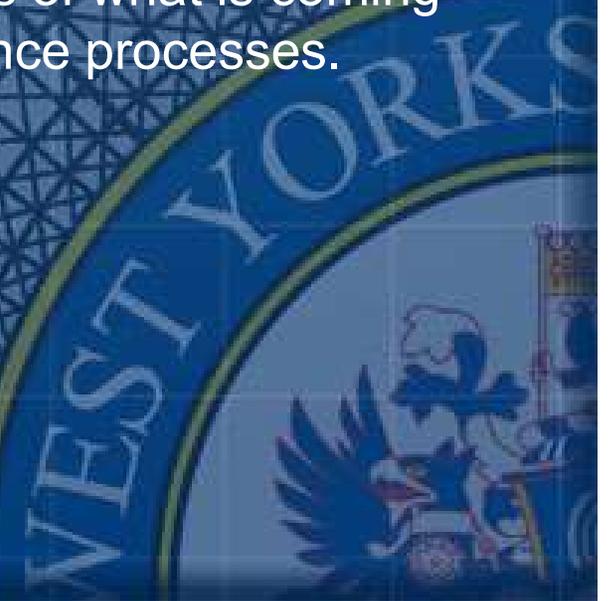
- Environmental Scanning in West Yorkshire – Processes, methodologies, tools and techniques
- PESTELO – Challenges and Opportunities for Policing
- Five major issues for policing – how should the service prepare and respond to them?



Environmental Scanning in West Yorkshire – Processes, methodologies, tools and techniques

Capability/Processes

- Dedicated capability and infrastructure in West Yorkshire Police Strategy function
- Environmental scanning feeds our strategic planning and strategic decision making processes (PESTELO key element of the Strategic Assessment and FMS)
- Daily scanning gives people a heads up in terms of what is coming out nationally. This also feeds into our governance processes.



Methodologies/Tools/Techniques

- Structure scanning around Force priorities/Police and Crime Plan/FMS
- Targeted email alerts
- Expected Publications
- Log, summarise, circulate documents and identify whether response required (identification of emerging/new issues and corporate memory)
- On the Horizon (by product), Docs Index
- Collaborations
 - FSG
 - College of Policing 20 year scan project



PESTELO

- PESTELO – What is the impact on Policing/Community Safety, Crime or Demand
- Elements comprise:
 - Political;
 - Economic;
 - Social;
 - Technology;
 - Environmental;
 - Legal; and
 - Organisational.
- Cross-cutting themes



Political

- Brexit – impacting on full range of policing issues and wider social consequences
- Devolution/Mayoral Models
- Political Instability (UK and International)
- Actions by hostile states – Novichok, cyber, CBRNE capability
- PCCs – Wider remits (Fire, Health)



Economic

- Financial context:
 - Growth Forecasts
 - Debt and public finances
 - Health is a Government priority
- CSR19 – Police
- National Audit Office – Financial sustainability of Forces
- CSR 19 – Local Authorities
- Cuts to services – transferred demand
- Lack of investment in prevention – costs of late intervention
- Funding Formula
- Full employment but potential threats around Brexit/other economic shocks



Social (Population/Demographics)

- Population changes
- Continued migration due to conflict, oppression and environmental factors
- New and emerging communities, isolated and detached, different cultural values and norms, demands on service
- Polarisation/fragmentation of society – loss of social control
- Deprivation - WY large number of wards with LSO in the top 10% most deprived index. 10% of wards account for a quarter of all crime. Also high demand generators for a number of agencies
- LSE analysis - we are using this to help make predictions of demand to focus resources



Social (Vulnerability)

- Vulnerability increasing proportion of demand and predicted to increase
- 'Policification of Social Policy'
- Mental Health – Prevalence and incidents increasing
- More vulnerable children?
- Social issues impacting on policing



Adverse Childhood Experiences

Preventing ACEs in future generations could reduce levels of:



Early sex
(before age 16)
by 33%



Unintended teen pregnancy
by 38%



Smoking
(current)
by 16%



Binge drinking
(current)
by 15%



Cannabis use
(lifetime)
by 33%



Heroin/crack use
(lifetime)
by 59%



Violence victimisation
(past year)
by 51%



Violence perpetration
(past year)
by 52%



Incarceration
(lifetime)
by 53%



Poor diet
(current; <2 fruit & veg portions daily)
by 14%

Aged 18 to 69 (n = 3,885)

Bellis et al, BMC Medicine, 2014

Technological

- Enabler of Crime – e.g. money laundering and fraud via cryptocurrencies, hacking, etc.
- Civil Liberties/ethical considerations
- Opportunities for efficiencies and tackling crime – e.g. big data solutions, data mining, algorithms
- 5G network development – greater capacity and opportunities for mobile tech, e.g. increased availability and use of wearable tracking devices
- Maximising use of geospatial technology
- Internet of Things – huge increase in connected devices – implications for investigations



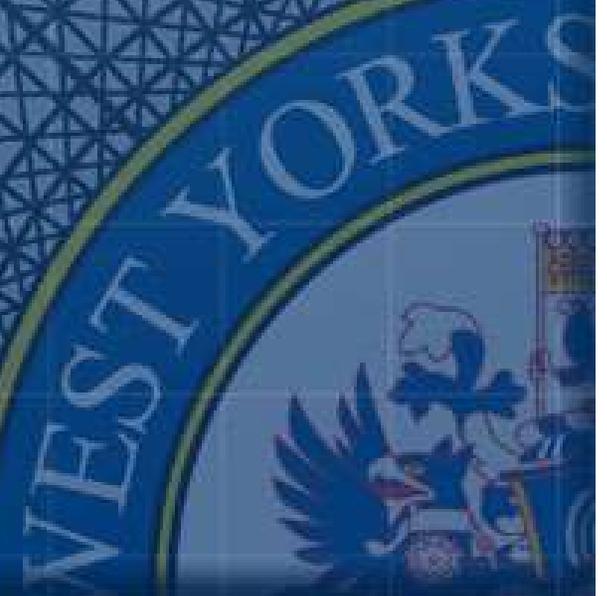
Environmental

- Environmental Activists/Protests
- HS2 implications for protest and crime
- Major Disease outbreak
- Biological threats – deliberate/accidental attacks
- Extreme Weather
- Electric Cars



Legal

- Not sufficiently flexible to respond to increasing rate of societal and technological change
- Domestic Abuse – new legislation and definition due
- Further CT legislation – CT and Border Security Bill
- Victims Strategy/new Victims Law – probably by end of 2019
- Potential legislation from Police Reform Agenda/Inquiries
- Future Legal programme – Law Commission projects:
 - New single consolidated Sentencing Code
 - Offensive communications
 - Search warrants



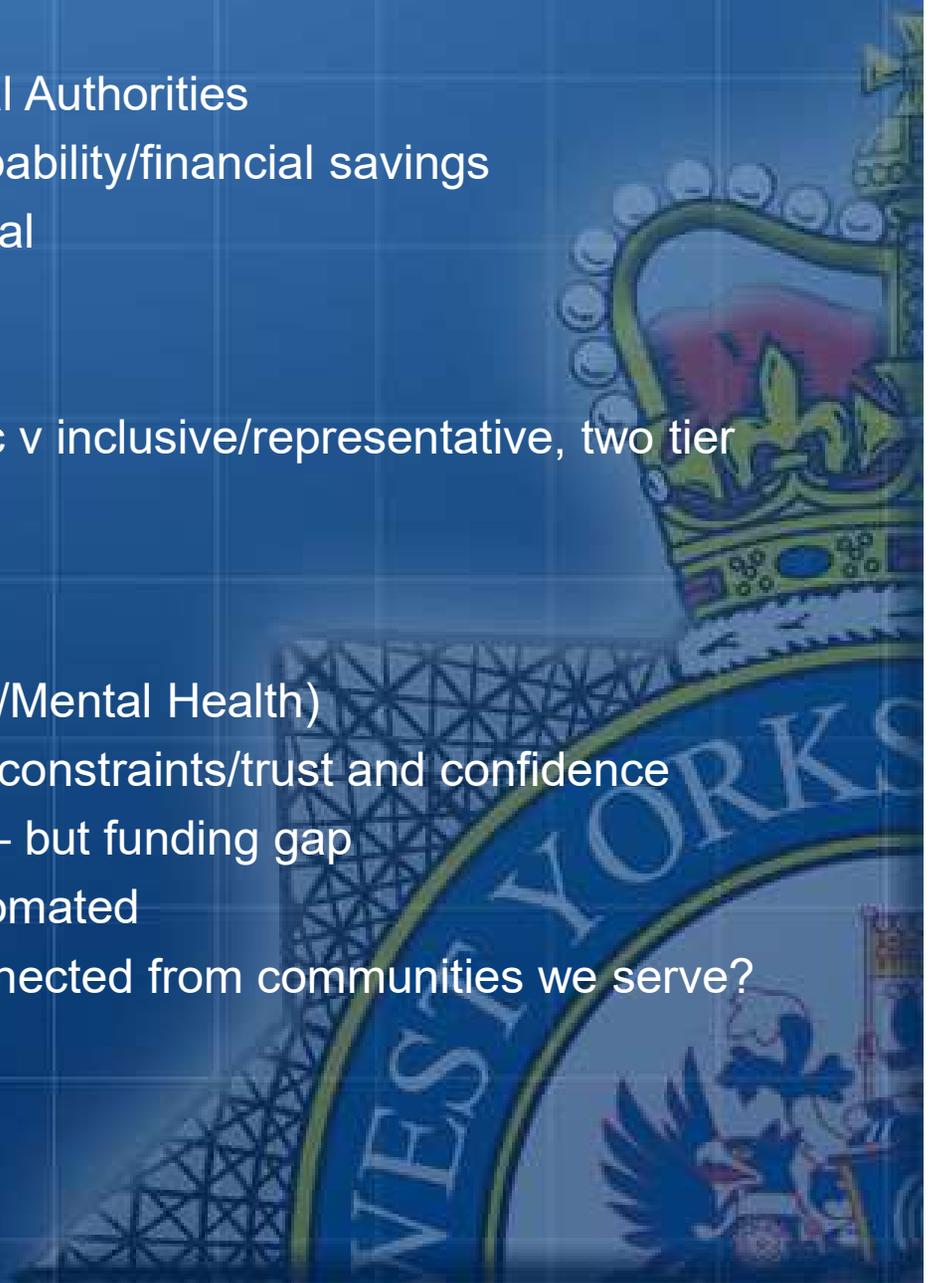
Organisational

Force Structures

- Collaboration – Force/Blue Light/Local Authorities
- Mergers and Strategic Alliances – capability/financial savings
- Subsidiarity – National, Regional, Local

People

- PEQF – Professionalising – academic v inclusive/representative, two tier (Police Officer focus not Police Staff)
- Career Pathways – not 30 years
- Aging Workforce
- Wellbeing of the workforce (resilience/Mental Health)
- Representative Workforce – financial constraints/trust and confidence
- New demands, new skills, new roles – but funding gap
- Back office – robotics, self serve, automated
- Highly agile and efficient – but disconnected from communities we serve?



Five big issues for the Future – Discussion

- 1) How will changing demographics impact on policing in your Force?
- 2) What will demand and crime look like in your Force?
- 3) What will the police vision/structures be given the political and financial context?
- 4) How do you mitigate against the threats of technology whilst maximising the opportunities technology brings?
- 5) How do you prepare for the future requirements of the Workforce?

Views/Thoughts?