

CHECK AGAINST DELIVERY

POLICE FOUNDATION LECTURE BY THE HOME SECRETARY

13 JULY 1993

NOT FOR PUBLICATION, BROADCAST, OR USE ON
CLUB TAPES BEFORE 1800 HRS 13-7-93

MY LORDS, LADIES AND GENTLEMEN, IT GIVES ME GREAT PLEASURE TO BE INVITED TO JOIN YOU TODAY. THIS ANNUAL LECTURE NOW HAS AN ESTABLISHED PLACE IN THE CALENDAR OF DISTINGUISHED POLICE EVENTS. YOU HAVE AN IMPRESSIVE LIST OF PREVIOUS SPEAKERS - INCLUDING TWO OF MY PREDECESSORS AS HOME SECRETARY - AND I AM DELIGHTED TO BE ABLE TO FOLLOW IN THEIR FOOTSTEPS.

2. WE MEET ON THE THRESHOLD OF UNPRECEDENTED CHANGE IN THE POLICE SERVICE. THE GOVERNMENT'S WHITE PAPER, SIR PATRICK SHEEHY'S INQUIRY REPORT, OUR CONSULTATION DOCUMENT ON POLICE DISCIPLINARY PROCEEDINGS, AND LORD RUNCIMAN'S ROYAL COMMISSION REPORT. THE TABLE IS GROANING UNDER THEIR WEIGHT. BUT ALL ARE IMPORTANT DOCUMENTS. ALL WILL LEAD TO CHANGES. IMPORTANT CHANGES THAT WILL TOUCH ON THE LIVES OF EVERY CITIZEN IN THIS COUNTRY.

/I SPOKE LAST WEEK

CHECK AGAINST DELIVERY

3. I SPOKE LAST WEEK TO THE ASSOCIATION OF CHIEF POLICE OFFICER'S SUMMER CONFERENCE AND SET OUT MY APPROACH TO THE POLICE SERVICE; THE AIMS I AM PURSUING AS HOME SECRETARY; AND THE PRINCIPLES THAT WILL GUIDE ME IN CONSIDERING BOTH THE SHEEHY RECOMMENDATIONS ON POLICE RESPONSIBILITIES AND REWARDS AND THE ROYAL COMMISSION'S PROPOSALS FOR THE CRIMINAL JUSTICE SYSTEM. I SPOKE OF THE NEED FOR AN IMPROVED FRAMEWORK FOR POLICING TO HELP GIVE THE POLICE SERVICE A CLEARER FOCUS IN THE FIGHT AGAINST CRIME. I EMPHASISED THE INTER-RELATIONSHIPS OF THE VARIOUS SETS OF PROPOSALS AND RECOMMENDATIONS BEFORE US. AND I STRESSED THAT I WAS DETERMINED TO PRESS FORWARD IN A WAY WHICH WILL ENSURE THAT THE REFORMS WE ACHIEVE ARE MUTUALLY CONSISTENT AND FORM A COHERENT PACKAGE OF CHANGE THAT WILL ENDURE

4. MANY OF YOU WERE PRESENT AT THE ACPO CONFERENCE AND I DO NOT WANT TO REPEAT WHAT I SAID THERE. TONIGHT, I WISH TO GO WIDER. I WANT TO MOVE AWAY FROM THE VERY SIGNIFICANT MANAGEMENT CHANGES WHICH ARE BEING MADE TO THE KIND OF POLICE SERVICE WHICH I BELIEVE THAT THEY SHOULD HELP TO SHAPE FOR THE FUTURE.

/THE POLICE REFORMS

5. THE POLICE REFORMS ALREADY ANNOUNCED - LET ALONE THOSE WHICH WILL FOLLOW FROM THE SHEEHY REPORT AND THE ROYAL COMMISSION - ARE THE MOST WIDE RANGING CHANGES TO THE POLICE SERVICE SINCE THE POLICE ACT OF 1964. I UNDERSTAND WHY SOME WITHIN THE POLICE SERVICE FEEL APPREHENSIVE - THOUGH OTHERS I KNOW FEEL ENTHUSED BY THE OPPORTUNITY TO SHAPE THE FUTURE. BUT I RECOGNISE THAT THERE IS A BODY OF OPINION WHICH THINKS IT CAN SEE 30 YEARS OF HISTORY BEING SET ASIDE AND AN UNCERTAIN FUTURE IN ITS PLACE.

6. I DO NOT SEE IT THAT WAY. I SEE THESE REFORMS AS PART OF A CLEARLY DISCERNIBLE PROGRESS THROUGH CHANGING PERSPECTIVES OF THE BALANCE BETWEEN INDIVIDUAL AND COMMUNAL RIGHTS TO A NEW KIND OF BALANCE WHICH NEEDS TO BE REFLECTED IN A NEW KIND OF POLICE SERVICE.

7. THE DIFFICULTY WITH HISTORICAL PERSPECTIVES IS KNOWING WHERE TO BEGIN. IN "LIFE ON EARTH" DAVID ATTENBOROUGH POINTS OUT THAT, IN THE CONTEXT OF THE DEVELOPMENT OF THE UNIVERSE, MANKIND ARRIVED ONLY A FEW MINUTES BEFORE

/MIDNIGHT. I DO NOT INTEND

MIDNIGHT. I DO NOT INTEND TO GO BACK TO THE BEGINNING OF MANKIND, LET ALONE THE BEGINNING OF THE UNIVERSE. I THINK THAT A REASONABLE STARTING POINT FOR CONSIDERATION OF THE ROLE OF POLICE IN SOCIETY IS WHAT IS MEANT BY "SOCIETY".

8. I SHALL EVEN RESIST THE TEMPTATION TO GO INTO THE DEVELOPMENT OF THE MODERN POLICE SERVICE FROM KING ALFRED'S INTRODUCTION OF THE BOOK OF LAWS, THROUGH KING EDGAR'S RECOGNITION THAT THE LAW HAD TO BE ENFORCED AT LOCAL LEVEL WITH LOCAL SANCTIONS, TO THE INTRODUCTION OF THE PEELERS AT THE BEGINNING OF THE 19TH CENTURY. BUT I DO THINK IT IS REASONABLE TO SAY THAT MOST OF OUR HISTORY CAN BE SEEN IN TERMS OF DIFFERING IDEAS ABOUT THIS BALANCE BETWEEN THE RIGHTS OF THE INDIVIDUAL AND THE RIGHTS OF THE GROUP.

9. IT MAY BE ANOTHER SWEEPING GENERALISATION BUT I THINK IT IS ALSO TRUE TO SAY THAT THE CONSTABLE, WHETHER IN EARLY TUDOR ENGLAND, THE INDUSTRIAL REVOLUTION, OR MODERN TIMES, HAS ALWAYS STOOD AT THE BOUNDARY BETWEEN THE INDIVIDUAL AND THE COMMUNITY.

/VIEWS ON THIS BOUNDARY

10. VIEWS ON THIS BOUNDARY HAVE CHANGED OVER THE YEARS. IN 1822 A SELECT COMMITTEE OF PARLIAMENT REPORTED IN THE FOLLOWING TERMS:

"... IT IS DIFFICULT TO RECONCILE AN EFFECTIVE SYSTEM OF POLICE, WITH THAT PERFECT FREEDOM OF ACTION AND EXEMPTION FROM INTERFERENCE, WHICH ARE THE GREAT PRIVILEGES AND BLESSINGS OF SOCIETY IN THIS COUNTRY; AND YOUR COMMITTEE THINK THAT THE FORFEITURE OR CURTAILMENT OF SUCH ADVANTAGES WOULD BE TOO GREAT A SACRIFICE FOR IMPROVEMENTS IN POLICE OR FACILITIES IN DETECTION OF CRIME, HOWEVER DESIRABLE IN THEMSELVES IF ABSTRACTEDLY CONSIDERED".

EARLIER STILL DR JOHNSON HAD SAID:

"THE DANGER OF UNBOUNDED LIBERTY AND THE DANGER OF BOUNDING IT HAVE PRODUCED A PROBLEM IN THE SCIENCE OF GOVERNMENT WHICH HUMAN UNDERSTANDING SEEMS HITHERTO UNABLE TO SOLVE".

/IT IS THE POLICE CONSTABLE

11. IT IS THE POLICE CONSTABLE WHO, DAY IN AND DAY OUT, HAS TO MAKE INNUMERABLE DECISIONS AT THAT MOST DELICATE OF BOUNDARIES. THIS IS WHY THE OBJECTIVITY AND INTEGRITY OF EVERY CONSTABLE IS OF SUCH SIGNIFICANCE. MOST INITIAL DECISIONS ARE MADE OUT OF SIGHT OF SENIOR OFFICERS AND RELY ON THE FUNDAMENTAL HONESTY OF THE OFFICER AND THE TRAINING HE OR SHE HAS RECEIVED. EVEN WHERE THE POLICE ARE ACTING CORPORATELY, IT IS THE ACTION OF EVERY INDIVIDUAL OFFICER WHICH MUST MAINTAIN THE OVERALL CREDIBILITY OF THE POLICE.

12. THIS CAN PERHAPS BE ILLUSTRATED MOST EASILY BY REFERENCE TO POLICE ACTION IN RELATION TO THE MASSIVE STRIKES OF THE 80S. THERE WERE THOSE WHO RESENTED THE EFFORTS OF THE POLICE TO CONTROL THE ACTIVITIES OF PICKETS, YET ANOTHER WAY OF LOOKING AT WHAT THE POLICE WERE DOING WAS TO SEE THAT THEY WERE PROTECTING THE RIGHTS OF INDIVIDUALS TO GO ABOUT THEIR NORMAL BUSINESS.

/A MORE CONTEMPORARY EXAMPLE

13. A MORE CONTEMPORARY EXAMPLE IS THE BURDEN WHICH HAS BEEN PLACED ON THE POLICE DURING THE LAST YEAR OR SO BY NEW AGE TRAVELLERS AND RAVERS. THIS IS A GOOD EXAMPLE OF THE LAW BEING UNABLE TO KEEP UP WITH RAPIDLY CHANGING PUBLIC VIEWS OF THE RIGHT BALANCE BETWEEN THE INDIVIDUAL AND SOCIETY. GOVERNMENT MUST BE READY TO RESPOND TO PUBLIC OPINION WHEN THESE CHANGES CAST DOUBT ON THE VALIDITY OF POLICE ACTION.

14. HERE WE HAVE A VERY LARGE NUMBER OF INDIVIDUALS ASSERTING THEIR RIGHT TO INDIVIDUALITY AT THE EXPENSE OF OTHERS WHO BELIEVE THEY HAVE AN EQUAL RIGHT TO ENJOY THEIR HOMES IN COMPARATIVE PEACE, TO TRAVEL WITHOUT UNDUE OBSTRUCTION FROM PLACE TO PLACE, AND TO AVOID BEING CAUGHT UP UNWILLINGLY IN AN INVASION OF PEOPLE WITH LITTLE OR NO RESPECT FOR PROPERTY.

15. THE POLICE HAVE BEEN CAUGHT BETWEEN THE DEMANDS OF BOTH THESE GROUPS, PARTLY BECAUSE PARLIAMENT WAS NOT ABLE TO FORESEE THE EFFECT OF MASS DEFIANCE OF LAWS INTENDED TO CIRCUMSCRIBE THE ACTIVITIES OF INDIVIDUALS. THIS IS THE KIND OF SITUATION WHERE THE GOVERNMENT HAS AN OBLIGATION TO INTERVENE.

/I AM DETERMINED

16. I AM DETERMINED TO DEAL WITH THOSE WHO TRAVEL AND TRESPASS EN MASSE WITH COMPLETE DISREGARD FOR THE RIGHTS AND PROPERTIES OF LAW ABIDING CITIZENS. ON 31 MARCH MY PREDECESSOR ANNOUNCED OUR PROPOSALS TO GIVE THE POLICE FURTHER POWERS TO PROVIDE GREATER PROTECTION TO LOCAL COMMUNITIES FROM THESE APPALLING INVASIONS. WE SHALL INTRODUCE THESE POWERS AS SOON AS A LEGISLATIVE OPPORTUNITY ARISES.

17. MEANWHILE, WEST MERCIA AND AVON AND SOMERSET CONSTABULARIES WERE CONSPICUOUSLY SUCCESSFUL IN PREVENTING AN ILLEGAL FESTIVAL FROM BEING HELD DURING THE LATE MAY BANK HOLIDAY, FOLLOWING THE MISERY INFLICTED ON THE RESIDENTS DURING THE INVASION OF CASTLEMORTON COMMON LAST YEAR. YET EVEN THIS DEMONSTRATES THE DIFFICULT DECISIONS WHICH CHIEF CONSTABLES HAVE TO MAKE - THE FESTIVAL WAS PREVENTED BUT THE RESULTING TRAFFIC JAMS CAUSED INCONVENIENCE TO MANY MOTORISTS. THE DECISIONS ARE NOT ALWAYS BETWEEN GOOD AND BAD, RIGHT AND WRONG, BUT OFTEN BETWEEN RELATIVE ILLS.

/THE CHIEF CONSTABLE

18. THE CHIEF CONSTABLE OF WILTSHIRE RISKED SIMILAR PROBLEMS IN HIS RECENT SUCCESSFUL OPERATION AT STONEHENGE. I CONGRATULATE HIM FOR ENSURING THAT THE SUMMER SOLSTICE PASSED PEACEFULLY WITH MINIMUM DISRUPTION TO THE LOCAL COMMUNITY. THIS IS AN EXCELLENT EXAMPLE OF THE EFFECTIVE WORKING OF POLICE INTELLIGENCE SYSTEMS, WHICH ARE NOW COORDINATED ON A NATIONAL BASIS AND TO WHICH I WILL RETURN LATER.

19. THE TRUTH IS THAT THE CHANGES WE NEED TO MAKE IN THE POLICE SERVICE REFLECT THE CHANGES THAT HAVE TAKEN PLACE IN SOCIETY. WE ARE NOW A MUCH MORE MOBILE SOCIETY.

20. THIS MEANS THAT, PARTICULARLY IN URBAN AREAS, THERE ARE MANY FEWER LONG-ESTABLISHED COMMUNITIES THAN THERE WERE IN THE 1960S SO THAT THE POLICE HAVE CONTINUALLY TO RENEW THEIR RELATIONSHIPS WITH THOSE WHOM THEY WISH TO SERVE.

/THE PROBLEMS OF

21. THE PROBLEMS OF MODERN TRAFFIC POLICING AND THE RAPID RISE IN CRIME CONNECTED WITH CARS ARE WELL KNOWN. I DO NOT INTEND TO FOCUS ON THEM TONIGHT. THE MORE CRITICAL IMPACT OF MOBILITY, IN TERMS OF THE KIND OF SOCIETY WE LIVE IN, IS THAT IT HAS SEPARATED FAMILIES SO THAT THERE ARE MORE ELDERLY PEOPLE LIVING ALONE, MORE YOUNG PEOPLE MAKING THEIR OWN WAY WITHOUT PARENTAL SUPPORT, AND A MUCH GREATER DEMAND FOR HELP FROM OUTSIDE AGENCIES THAN EVER THERE WAS IN THE 1960S.

22. THERE IS ALSO GREATER DIVERSITY IN OUR COMMUNITIES, WITH CONSIDERABLE DIFFERENCES IN CULTURE, RELIGION, AND OUTLOOK. ALL THIS ADDS GREATLY TO THE RICHNESS OF OUR EXPERIENCE, BOTH AS INDIVIDUALS AND AS A SOCIETY. BUT IT ALSO RAISES VERY SPECIAL PROBLEMS FOR THE POLICE.

/AS LONG AGO AS

23. AS LONG AGO AS THE 10TH CENTURY KING EDGAR RECOGNISED THAT THE KING'S PEACE COULD NOT BE KEPT AT A NATIONAL LEVEL AND APPOINTED LOCAL SHERIFFS WHO WOULD BE FAMILIAR WITH THEIR LOCAL COMMUNITIES - AND THEIR LOCAL ROGUES. THE PARISH CONSTABLE AND THE TOWN WATCH FOLLOWED THIS LOCAL TRADITION. THE LEGISLATION OF THE 19TH CENTURY ENSHRINED IT IN STATUTE BY AUTHORIZING THE EARLY LOCAL AUTHORITIES TO PROVIDE POLICE FOR THEIR LOCALITIES.

24. THE LOCAL POLICEMAN, AS EPITOMISED BY DIXON OF DOCK GREEN, WAS STILL A READILY RECOGNISABLE PERSON IN THE 1960S. THE 70S AND 80S CHANGED THIS BY RESPONDING TO MOBILITY WITH MOBILITY. PANDA CARS BECAME MORE FAMILIAR THAN POLICE OFFICERS ON THE BEAT AND LOCAL TIES WERE BROKEN.

25. BUT THESE CHANGES COINCIDED WITH ANOTHER FUNDAMENTAL CHANGE WHICH HAS OCCURRED SINCE THE 1960S. THIS IS THE INCREASED AWARENESS OF INDIVIDUALS OF THEIR RIGHTS AND THE FACT THAT SERVICES PROVIDED FOR THE COMMON GOOD DO NOT FULFIL THEIR PURPOSE IF THEY DO NOT SERVE THE INDIVIDUAL.

/THE GOVERNMENT HAS RECOGNISED

26. THE GOVERNMENT HAS RECOGNISED THIS CHANGE IN "THE CITIZEN'S CHARTER" BUT THE POLICE SERVICE WAS THERE FIRST WITH ITS "STATEMENT OF COMMON PURPOSE AND VALUES". THE OPERATIONAL POLICING REVIEW OF 1990 RAISED DOUBTS ABOUT PUBLIC CONFIDENCE IN THE POLICE AND IN THE STYLE OF POLICING DEVELOPED IN THE 70S AND 80S. EMPHASIS WAS LAID ON THE QUALITY OF POLICING AND THE DIFFERENCE BETWEEN WHAT THE PUBLIC AND THE POLICE SAW AS THE POLICE ROLE IN THE COMMUNITY.

27. THE GROUNDSWELL OF OPINION WAS CLEARLY IN FAVOUR OF A RETURN TO LOCAL POLICING AND FACE TO FACE RELATIONS BETWEEN LOCAL PEOPLE AND THEIR POLICE.

28. THE CONSTABLE'S JOB WAS NO LONGER SIMPLY TO CREATE BONDS WITH LOCAL PEOPLE ON AN INDIVIDUAL BASIS BUT TO ACT AS A CATALYST IN CREATING PARTNERSHIPS BETWEEN THE PEOPLE, THE MANY LOCAL STATUTORY SERVICES WHICH ATTEMPT TO MEET

/THEIR NEEDS,

THEIR NEEDS, AND THE VOLUNTARY BODIES WHICH TRY TO BRIDGE THE GAPS. I HAVE MADE MY VIEWS ON THE IMPORTANCE OF PARTNERSHIP BETWEEN THE POLICE AND THE PUBLIC VERY CLEAR. I SHALL NOT REPEAT THEM TONIGHT. BUT I WILL EMPHASISE THAT I THINK THIS PARTNERSHIP IS CRITICAL TO THE FUTURE OF BRITISH POLICING.

29. I SEE OUR PROGRAMME OF REFORM AS FITTING INTO THIS BROAD CONTEXT IN 3 DIFFERENT WAYS. FIRST OF ALL, WE WISH TO UNDERLINE THE IMPORTANCE OF THE POLICE CONSTABLE AS A CRITICAL FOCUS FOR THE BALANCE BETWEEN INDIVIDUAL AND COMMUNITY RIGHTS. SECONDLY, WE WISH TO ENSURE THE LEGITIMACY OF WHAT THE POLICE DO BY SETTING CLEAR NATIONAL OBJECTIVES WHICH WILL REFLECT THE IMPORTANCE WHICH THE DEMOCRATIC GOVERNMENT OF THE DAY EXPECTS OF THE POLICE SERVICE IN THE NATIONAL INTEREST. AND THIRDLY, WE WANT TO ENSURE THAT THE POLICE REFLECT THE VIEWS OF THEIR IMMEDIATE COMMUNITY IN SETTING LOCAL PRIORITIES.

/BUT WE ALSO WISH

30. BUT WE ALSO WISH TO ENSURE THAT WHATEVER IS DONE NOW PROVIDES A FRAMEWORK FOR THE FUTURE WHICH MAY HELP TO PREVENT THE RECURRENCE OF SOME OF THE PROBLEMS CAUSED BY RAPID CHANGE DURING THE PAST 30 YEARS. THIS MEANS THAT WE MUST LOOK AHEAD TO THE NEXT 30 YEARS. WE MUST ENSURE A MUCH GREATER FLEXIBILITY TO RESPOND TO LOCAL NEEDS WHILE PROVIDING A WAY IN WHICH THE WIDER PERCEPTIONS AT NATIONAL LEVEL ARE TAKEN INTO ACCOUNT. THE GREAT CHALLENGE WE FACE IS IN COMBINING AN EFFECTIVE NATIONAL FRAMEWORK WITH LOCAL POLICING RESPONSIBILITIES.

31. THIS COMBINATION IS AT THE HEART OF THE PROPOSALS IN THE GOVERNMENT'S WHITE PAPER. WE BELIEVE THAT BY PLACING RESPONSIBILITY FOR POLICING A PARTICULAR AREA SQUARELY IN THE HANDS OF THE SENIOR POLICE OFFICER CLOSEST TO THAT AREA WE WILL ENSURE THAT LOCAL PEOPLE KNOW THEIR POLICE AND HAVE A DIRECT EFFECT ON LOCAL POLICING. THERE WILL BE A VARIETY OF RESPONSES TO A VARIETY OF DIFFERENT NEEDS.

/WE BELIEVE

32. WE BELIEVE THAT BY DELEGATING AUTHORITY TO CHIEF OFFICERS BOTH FOR EXPENDITURE AND FOR THE BEST USE OF POLICE STAFF IN A WIDER AREA, WE SHALL ENSURE THAT LOCAL COMMANDERS GET THE KIND OF BACK-UP SERVICES THEY NEED AND BE SUPPORTED IN PROBLEMS WHICH GO WIDER THAN THEIR LOCAL AREAS.

33. BY MAKING THE CHIEF CONSTABLES ACCOUNTABLE TO STRONG POLICE AUTHORITIES WITH THEIR OWN BUDGETS, WE SHALL ENSURE THAT MONEY IS SPENT WISELY AND WELL, THAT THE PUBLIC RECEIVE GOOD VALUE FOR IT AND THAT LOCAL VOICES CAN BE HEARD AT FORCE LEVEL.

34. ALL THESE CHANGES, TOGETHER WITH ANY THAT ARE MADE TO PAY AND CONDITIONS OF SERVICE, WILL CREATE THE FLEXIBILITY ESSENTIAL TO COPE WITH THE SPEED OF THE MODERN WORLD. BUT THERE IS OTHER ACTION WHICH NEEDS TO BE TAKEN IF WE ARE TO BE READY FOR THE NEXT 30 YEARS.

/THE CHANGES IN TRAVEL

35. THE CHANGES IN TRAVEL AND TECHNOLOGY WHICH HAVE OCCURRED SINCE THE 1960S SEEM TO BE INCREASING AT THE SPEED OF LIGHT.

36. IT IS DIFFICULT TO RECOGNISE THAT AS RECENTLY AS THE LATE 1960S, POLICE OFFICERS STILL RELIED ON WHISTLES TO SUMMON ASSISTANCE. THE INTRODUCTION OF PERSONAL RADIOS HAS BEEN, QUITE LITERALLY, A LIFESAVER, FOR MANY OF OUR POLICE OFFICERS. WE ARE NOW WORKING ON THE NEXT GENERATION OF PERSONAL RADIO SYSTEMS TO ENSURE THAT THE OFFICER ON THE BEAT HAS THE BEST COMMUNICATIONS BACK-UP THAT TECHNOLOGY CAN PROVIDE.

37. OR TAKE THE POLICE NATIONAL COMPUTER: AT THE END OF THE 1960S COMPUTERS WERE STILL IN THEIR INFANCY. NOW MODERN POLICING IS INCONCEIVABLE WITHOUT THE ROUND-THE-CLOCK ACCESS THE PNC PROVIDES TO THE LATEST INFORMATION ON VEHICLES AND THEIR OWNERS, WANTED AND MISSING PERSONS, AND CRIMINAL RECORDS. IN A SOCIETY WHICH IS FAR MORE COMPLEX

/THAN IT WAS

THAN IT WAS A GENERATION AGO, ACCURATE AND TIMELY INFORMATION IS VITAL FOR THE POLICE SERVICE, AND I AM DETERMINED TO ENSURE THAT IT HAS ACCESS TO THE TECHNOLOGY WHICH DELIVERS THAT INFORMATION WHEN AND WHERE IT IS NEEDED.

38. THE POLICE NATIONAL NETWORK, A STATE OF THE ART TELECOMMUNICATIONS NETWORK FOR THE POLICE, WILL ENHANCE FORCES' CAPACITY TO COMMUNICATE WITH EACH OTHER AND CUT COSTS, ENABLING RESOURCES TO BE RE-ALLOCATED WHERE THEY ARE MOST NEEDED. IT WILL BE INTRODUCED IN THE SPRING OF NEXT YEAR.

39. THESE ARE ONLY A FEW EXAMPLES OF WAYS IN WHICH, BY THE YEAR 2000, DEVELOPMENTS IN INFORMATION TECHNOLOGY WILL HAVE GREATLY IMPROVED THE ABILITY OF POLICE OFFICERS TO GAIN ACCESS TO RELEVANT INFORMATION AND TO PROCESS DATA WHICH THEY COLLECT WHILE CARRYING OUT THEIR DUTIES.

/BY THEN THERE

40. BY THEN THERE SHOULD ALSO BE AN INTEGRATED COMMUNICATIONS NETWORK, LINKING TOGETHER ALL PARTS OF THE CRIMINAL JUSTICE SYSTEM; THE COURTS, THE CPS, AND THE POLICE. IT WILL BE POSSIBLE FOR CASE MATERIAL TO PASS SPEEDILY FROM ONE AGENCY TO ANOTHER WITH THE MINIMUM OF MANUAL INTERVENTION.

41. BUT POLICE OFFICERS WILL NOT ONLY BE WORKING CLOSELY WITH EACH OTHER IN THIS COUNTRY. POLICE OFFICERS ARE WORKING EVER MORE CLOSELY WITH THEIR EUROPEAN COLLEAGUES.

42. EUROPOL SHOULD PROVIDE THE ORGANISATIONAL FOCUS FOR EUROPEAN POLICE CO-OPERATION - WE SHOULD BE LOOKING TO SEE REAL ADDED VALUE COMING FROM A REGULAR EXCHANGE OF INTELLIGENCE, AND THE CONCENTRATION OF EXPERTISE THIS ORGANISATION WILL PROVIDE.

43. AND OF COURSE WE SHALL CONTINUE TO PRESS ON WITH WIDER INTERNATIONAL CO-OPERATION. UNDER THE HOME OFFICE'S OVERSEAS DRUG RELATED ASSISTANCE PROGRAMME, WHICH IS

/DESIGNED TO COUNTER

DESIGNED TO COUNTER ILLICIT DRUGS REACHING THE UNITED KINGDOM, EQUIPMENT AND TRAINING IS PROVIDED TO LAW ENFORCEMENT AGENCIES IN THE COUNTRIES WHERE DRUGS ARE PRODUCED. ASSISTANCE IS EITHER PROVIDED BOTH BILATERALLY AND THROUGH THE UNITED NATIONS INTERNATIONAL DRUG CONTROL PROGRAMME (UNDCP).

44. MUCH OF OUR BILATERAL ASSISTANCE OVER THE PAST FEW YEARS HAS BEEN TO SUPPORT TRAINING COURSES ABROAD, RUN BY HM CUSTOMS AND EXCISE, FOR POLICE AND CUSTOMS OFFICERS AIMED AT IMPROVING THEIR TECHNIQUES. THERE HAS BEEN AN INCREASING FOCUS ON THE NEW DEMOCRACIES OF CENTRAL AND EASTERN EUROPE, GIVEN THE WORRYING EMERGENCE IN THAT REGION OF NEW DRUG TRAFFICKING ROUTES.

45. MY DEPARTMENT, IN CONJUNCTION WITH THE NATIONAL CRIMINAL INTELLIGENCE SERVICE, HAS ALSO DEVELOPED AND

/INSTALLED A NATIONAL DRUGS

INSTALLED A NATIONAL DRUGS INTELLIGENCE COMPUTER SYSTEM IN THE CZECH REPUBLIC AND PLANS TO PROVIDE SIMILAR FACILITIES TO SLOVAKIA AND HUNGARY. THE NEED FOR EFFECTIVE CO-ORDINATION BETWEEN ALL RELEVANT DRUGS LAW ENFORCEMENT AGENCIES AND THE IMPORTANCE OF TRAINING FOR OFFICERS TASKED WITH DRUG INTERDICTION WORK, LIES AT THE HEART OF THESE AND OTHER PROJECTS SUPPORTED FROM THE HOME OFFICE PROGRAMME.

46. THERE IS NO ROOM FOR COMPLACENCY. I ACKNOWLEDGE THAT THE WAY AHEAD IS DIFFICULT AND FULL OF PITFALLS. BUT THIS IS NEVERTHELESS AN EXCITING WATERSHED IN THE HISTORY OF THE POLICE IN GREAT BRITAIN. THE WHITE PAPER AND SHEEHY PROPOSALS CONCENTRATE ON THE STRUCTURE AND MANAGEMENT APPROPRIATE FOR THE POLICE SERVICE OF THE 21ST CENTURY.

47. THE ROYAL COMMISSION ADDRESSES THE WIDER CRIMINAL JUSTICE FRAMEWORK WITHIN WHICH THEY MUST CARRY OUT THEIR WORK.

48. THE SCALE OF CHANGE THAT IS IN STORE FOR US IS IMMENSE.

/I AM CONVINCED THAT

49. I AM CONVINCED THAT THE POLICE SERVICE HAS THE VISION AND ENERGY TO ACHIEVE IT SUCCESSFULLY. I SHALL DO EVERYTHING I CAN TO MANAGE THAT CHANGE IN A WAY THAT WILL PRESERVE THE BEST OF OUR TRADITIONS.

50. BUT EVERYONE HAS A PART TO PLAY IN THAT PROCESS.

51. AND AS I LOOK AROUND THIS DISTINGUISHED AUDIENCE I KNOW THAT YOU WILL NOT HESITATE TO PLAY YOUR PART - TO LET ME KNOW OF YOUR VIEWS - AND TO HELP ME SECURE CHANGE WHICH WILL BE WISE, BENEFICIAL AND ENDURING AND WHICH WILL PROVIDE US WITH A POLICE SERVICE OF WHICH WE CAN CONTINUE TO BE VERY PROUD.