

## Chief Constables' Council Minutes

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Wednesday 15 – Thursday 16 January 2020

### Attendees

AC Martin Hewitt	NPCC Chair
CC Andy Marsh	Avon and Somerset
CC Garry Forsyth	Bedfordshire
CC Nick Dean	Cambridgeshire
CC Darren Martland	Cheshire
Cmsr Ian Dyson	City of London
CC Richard Lewis	Cleveland
ACC Andrew Slattery	Cumbria
CC Michelle Skeer	Cumbria
CC Peter Goodman	Derbyshire
CC Shaun Sawyer	Devon and Cornwall
DCC David Lewis	Dorset
CC Jo Farrell	Durham
CC Mark Collins	Dyfed-Powys
CC Ben-Julian Harrington	Essex
CC Rod Hansen	Gloucestershire
CC Ian Hopkins	Greater Manchester
CC Pam Kelly	Gwent
CC Olivia Pinkney	Hampshire
ACC Scott Chilton	Hampshire
CC Charlie Hall	Hertfordshire
T/DCC Bill Jephson	Hertfordshire
CC Lee Freeman	Humberside
CC Alan Pughsley	Kent
CC Andrew Rhodes	Lancashire
CC Simon Cole	Leicestershire

CC Bill Skelly	Lincolnshire
CC Andy Cooke	Merseyside
Cmsr Cressida Dick	Metropolitan Police Service
Sir Stephen House	Metropolitan Police Service
AC Nicholas Ephgrave	Metropolitan Police Service
AC Neil Basu	Metropolitan Police Service
AC Helen Ball	Metropolitan Police Service
AC Mark Simmons	Metropolitan Police Service
CC Carl Foulkes	North Wales
CC Simon Bailey	Norfolk Constabulary
CC Nick Adderley	Northamptonshire
CC Craig Guildford	Nottinghamshire
CC Winton Keenan	Northumbria
ACC Annette Anderson	North Yorkshire
CC Matt Jukes	South Wales
CC Steve Watson	South Yorkshire
T/CC Nicholas Baker	Staffordshire
CC Gareth Morgan	Staffordshire
CC Stephen Jupp	Suffolk
CC Gavin Stephens	Surrey
CC Giles York	Sussex
CC John Campbell	Thames Valley
CC Martin Jelley	Warwickshire
CC Antony Bangham	West Mercia
CC David Thompson	West Midlands
CC John Robins	West Yorkshire
CC Keir Pritchard	Wiltshire
CC Paul Crowther	British Transport Police
DG Lynne Owens	National Crime Agency
CC Simon Chesterman	Civil Nuclear Constabulary
Mike Cunningham	College of Policing
CC Iain Livingstone	Police Scotland
CC Andrew Adams	Ministry of Defence Police
Brig Vivienne Buck	Royal Military Police
Wg Cmdr Mike Dixon	Royal Airforce Police
Cmdr Dean Oakley	Royal Navy Police
CO Ruari Hardy	Guernsey Police
Cmsr Ian McGrail	Royal Gibraltar Police
CO Gary Roberts	Isle of Man Police

**In attendance for specific items**

DCC Gareth Wilson	Chair, NPCC DEI Coordination Committee
Sir Craig Mackey QPM	Independent Reviewer, Serious Organised Crime
Supt Amanda Tillotson	Kent Police Service
William Keating-Jones	Sussex Police
ACC Jason Masters	Leicestershire Police

### **In attendance**

Robert Beckley	Commissioner, Greater Manchester Police
DCC Janette McCormick	Operation Uplift Programme
ACC Owen Weatherill	NPoCC Lead
Supt Bex Smith	National Crime Agency
Supt Dennis Murray	Northamptonshire Police
Damian Wrigley	States of Guernsey Police
Det. Supt. Charmaine Laurencin	NPCC Chief of Staff
Insp. Ben Gasson	NPCC Staff Officer
Richard Hampson	NPCC Senior Business Officer
Susan Paterson	NPCC Business Manager
Sherry Traquair	NPCC FOI and Decision Maker
Robert Hardware	NPCC Public Affairs Officer
Steve Henry	NPCC Business Support Officer
Lee Milton	NPCC Strategic and Risk Manager
Nicola Growcott	NPCC Senior Communications Manager

10:00-18:00, 15 January 2020, London

### **OPEN SESSION**

#### **1. ATTENDANCE AND APOLOGIES**

The Chair welcomed those present and the following tendered their apologies for this session of Council.

CC Simon Byrne – Police Service for Northern Ireland  
CC James Vaughan – Dorset Police  
CC Robin Smith – States of Jersey Police  
CC Lisa Winward – North Yorkshire Police  
Director Robin Wilkinson – Metropolitan Police Service  
CC Stephen Reid – The Ports Chiefs Police Association  
Scott McPherson – Home Office

#### **2. MINUTES AND ACTIONS FROM PREVIOUS MEETING**

The minutes for the previous meeting held on 2-3 October 2019 were agreed.

The minutes for the previous extraordinary meeting, held on the 27 November 2019, were agreed.

**Action item** number 3.1 – Chair's Update (2 October 19):– CPOSA has commissioned a piece of work which is being undertaken by Neil Rhodes. It is hoped that this work will assist in presenting constructive options particularly for the Chief Constable and PCC relationship. The work is seeking to capture the learning from previous cases and is due to complete mid-February at which point the draft will be provided to Mr Rhodes, Mr Hewitt and Mr Cunningham to enable further discussion regarding next steps in terms of influencing for change. - **Action open.**

#### **3. STANDING ITEMS**

##### **Chair's Update**

The Chair welcomed visitors to Council. The following were congratulated on their recent appointments:

Cmdr Dean Oakley appointed as lead for the Royal Navy Police  
Nicholas Baker appointed as T/Chief Constable for Staffordshire Police

A copy of the New Year Honours list has been circulated and the Chair congratulated all who received honours for their distinguished service:

Chief Constable Paul Crowther – British Transport Police awarded CBE.  
Deputy Chief Constable Gareth Wilson – Ministry of Defence Police awarded QPM.  
Chief Constable Mark Collins – Dyfed-Powys Police awarded QPM.

The Chair encouraged forces to submit nominations for honours, reminding Chiefs that this should include deserving community officers and PCSOs.

Bernard Julian-Harrington provided an overview of the current investigation by Essex Police relating to the refrigerated container incident. Their main objective is the dignity of the victims. He thanked all forces for their professional support. NPoCC have been liaising with Essex Police with mutual aid assistance and updated Chiefs on the number of subjects arrested, on bail, or on extradition. All Chiefs re-iterated their continued support for the investigation and the ongoing work for tackling modern slavery issues.

Andy Marsh said he would like to continue as Chair for the International Coordination Committee and the Joint International Policing Hub (JIPH) which coordinates preventative activity globally.

The Chair said a number of important issues have emerged since Chiefs last met. The government has stated that policing is a priority and they are developing their agenda on this. He confirmed that reducing crime and criminality will be key policing areas. The Chair explained that although policing has funding for the uplift it won't be the solution to other challenges such as public safety.

The Chair asked Martin Jelly for an update on the vetting position for the uplift program. Martin Jelly explained that for some forces the increase vetting requirements will be challenging. There are some electronic solutions to assist in the vetting process.

The Chair updated Chiefs indicating that the settlement figure will be released by the end of the month. Dave Thompson said that a fact sheet would be circulated to Chiefs with communication arrangements and the uplift funding will move into the police budget. He reminded Chiefs that 120 million pounds efficiency savings still need to be made.

The settlement will be announced on the 22<sup>nd</sup> of January and there will be a teleconference for Chiefs to discuss any issues emerging from this.

Chiefs discussed the funding formulae and Dave Thompsons said he would circulate the original paper which has the principles that were originally adopted by the NPCC. Chiefs agreed that they need to agree a position and operate as one voice. The Chair thanked Chiefs for their involvement in the regional process said that the next critical budget consideration will be the spending review and Chiefs need to discuss and agree their priorities going forward.

**CLOSED ACTION: see closed minutes**

**CLOSED ACTION: see closed minutes**

**ACTION:** NPCC office to set up teleconference call with all Chiefs and the Home Office on the budget allocation/Government settlement.

#### **4. NPCC OPERATING MODEL AND VISION 2025-2030**

The Chair explained that Police Crime Commissioners (PCC) has suggested that the word 'operational' should be included in the title. The Chair wanted to confirm Chief's position on this. Chiefs were comfortable that the emphasis should be on influencing direction of travel and didn't agree that word "operational" should be included. Chiefs agreed that design and delivery is their responsibility and accepted PCC provide direction on policy and financial strategy. Additionally, Chiefs felt it would be helpful to have clarity on the remit of PCCs and a further point was made around there being more than 43 forces to consider i.e. 62 forces including the NCA.

The Chair said it is important that the NPCC demonstrates both a whole system approach for policing, what it is going to deliver and it should consult with PCCs on this. He then summarised the presentation explaining there was an emphasis on operational capability. He explained that coordination, collaboration and communication is key. The collaboration element focusses on Chiefs working collectively resulting in making the most out of what we can deliver, which needs to be communicated very clearly.

The Chair reflected on the NPCC's current central working structure and said we rely on hard work and discretionary effort. In order to deliver the challenges such as the 20k officer uplift program, the NPCC needs to have further capabilities to be correctly resourced. He explained the strategic hub has three main areas:

1. Strategic hub - a central resource that draws on key information to influence.
2. Decision making - positioning ourselves correctly to delegate, make decisions and set a direction of travel. The National Policing Board is a permanent structure that will give out actions and we need to be able to respond collectively and individually. There will be a board underneath this looking at performance and there will also be a Strategic Investment Board.
3. Capability – co-ordinating committees needs to be strengthened including getting clarity on the role of these committee.

The Chair covered the capabilities that the strategic hub requires to develop the areas he outlined. The roles include performance and planning, strategic workforce and finance, engagement, communication, business support and policing futures. He explained that the hub would be a virtual entity so teams come together depending on their leads and it will take a whole systems approach.

The Chair said that the focus should be on influencing the National Policing Board. Therefore creation of the Strategic Management Boards which will be a subset of Chiefs and they will make decision on behalf of the NPCC. Through this structure Chiefs will get opinions across the UK policing but will also be able to progress work without having to wait for the quarterly Chiefs Council.

Chiefs made the following points:

- There was support from Chiefs in principle and there need to be clarity about the delegation and derogation process for decision making is.
- The strategic hubs will needs to work closely with the MPS and NCA and build a collective narrative that is predictive and directive.

- The Chair asked Chiefs if they support the next stage of the model which is to produce a more detail proposal and bringing it back in April. Chiefs agreed this.
- Dave Thompson did suggest that waiting for April to agree funding for this maybe too late. Depending on the settlement it maybe that this work has to move more quickly.

**DECISION:** Agreement that NPCC has a role for influencing the national direction for policing and driving its progress.

**DECISION:** Council supports further work being undertaken on the development of the operating model business case and detailed design to be brought back to CCC in April.

## 5. POLICE AVIATION PROGRAMME OPTIONS

Rod Hansen and Jason Masters presented an update on the National Aviation Programme. They explained there were two options:

- 1) Standalone police air service model
- 2) Commercial partner model delivered by regions
  - National provider
  - Regional owner

The following points were covered:

- Agree a service offer for each region
- Funding direct costs of the service agreement
- There will be a fundamental change to NPAS
- Manage helicopter and aeroplane costs
- Implications of moving to a commercial provider (step 2)
- Fleet replacement remains an issue if continuing as an internal supplier
- London City Airport – Forward operating base (FOB)

A decision on a standalone police air service or seek to collaborate through a strategic partner needs to be made. John Robins commented that the report presented today was completed by a 3<sup>rd</sup> party advocacy partner on behalf of NPCC. The report focused on service optimisation, delivering against cost and issues around funding. He said fleet costs and pilot shortages still remain an issue and there still needs a discussion on the funding model and governance.

A number of Chiefs commented on the positive work and the clarity provided by the report. The use of 24/7 drone coverage was discussed as the main change in use of air technology now. Chiefs discussed the regional structure approach and overall agreed the current model is not adequately governed.

Carl Foulkes raised concerns on the proposed levels of service for mid-Wales owing to geographical issues and these concerns were addressed. A further discussion is to be had with each region to fulfil the service that is required. NPAS inherited a network that is legacy based and there is a need to get the assets in the right locations and there are also tactical issues.

Chiefs all agreed that a standalone police service model is not sustainable and the funding needs urgent consideration. Going forward there was support for collaboration with a strategic partner.

The Metropolitan Police Service (MPS) feels an operating base from London City does not meet their operational requirements. Cost is a key consideration for the MPS however there is a desire to stay within the national framework and the MPS agrees there is a need to move to the regional model eventually. The MPS is looking for a sensible financial framework and would consider exiting under the current arrangements.

Chiefs supported the view about stabilising costs, fleet and program delivery issues. Moving to a regional model would allow different regions to pay for the service that they choose and then receive. The majority of Chiefs agreed a proposed funding model should be produced as soon as possible and brought back to Council and the NPAS Strategic Board.

The Chair said the national police air service is an important capability for policing and there is a recognition that a new strategy for police air support that meets the needs of police forces and takes advantage of new technology is required.

The ongoing work was widely supported by Chiefs.

The following were agreed **DECISIONS** made:

- |  |  |
|--|--|
| <b>RECOMMENDATIONS<br/>BASE CHANGES</b>    | - BASE CHANGES (Slide). Recommendations 1-11 -Will be second tier of conversations to be had. Further discussion with regions. Not signed off at this stage. Needs to be worked up in detail and costed within 3 months  |
| <b>RECOMMENDATIONS<br/>DRONES</b>          | - DRONES Recommendations 12-18 DRONES (Slide)<br><b>Decision – ALL SUPPORT</b>   |
| <b>RECOMMENDATIONS<br/>BLENDED SERVICE</b> | - Jason Masters - Blended service –Right Assets –Right Job<br>- BLENDED SERVICE (Slide) – Recommendations 19-23<br><b>Decision – ALL SUPPORT</b>   |
| <b>RECOMMENDATIONS<br/>FUNDING MODEL</b>   | - Recommendations 24-28<br>- Jason Masters –boxes in yellow (24 & 28) Decision to be made by each region. Cost of delivery is ‘x’<br>- Remove ACS and replace with direct costs<br>- 2020/21 decision needed<br>- <b>Recommendation 35:</b><br>- There was general support for the direction of travel to ensure aviation expertise at Board level but not necessarily an independent chair lest that conflict with the obligations and responsibilities of a lead force CC and PCC ( <b>Recommendations are detailed below:</b> )<br>- <b>Recommendation 36:</b> Council agrees that Board membership should be broadened to incorporate industry experts and other key agencies. |

Sir Stephen House commented that the MPS would take the following decisions:

- The MPS do NOT accept the increase in cost for 2020/21 of around £9.6M which is a cost increase of 21%.
- The MPS will continue to work with NPAS and the NPCC Aviation Programme over the next three months to develop a detailed proposal for the regional delivery of aviation support to London in line with the recommendations where the provision of aircraft etc sit with an external provider which might be EITHER a third party commercial provider or NPAS

**DECISION:** Agreed recommended 3 stage approach:

1. Re-model NPAS to deliver services to regions, based on direct cost charging
2. Transition to commercial partner in place of WYP
3. Extend the partnership to other emergency services.

Chiefs did not want to include stage 3 at the present time.

**ACTION:** A 3-month (April) feasibility and cost study business plan of the preferred option was requested.

**6. SERIOUS ORGANISED CRIME (SOC) REVIEW - CLOSED MINUTES**

**7. OFFICER AND STAFF SAFETY - CLOSED MINUTES**

**8. RESPONDING TO A NEW GOVERNMENT (PART ONE AND TWO) - CLOSED MINUTES**

**9. REVIEW OF DECISIONS AND WRAP UP - See circulated decision and action table**

**Police National Database (PND) Reporting Update**

Andy Marsh reported on the letter circulated from Amanda Blakeman regarding searches on the Police National Database (PND) that were not returning the results that they should. Mr Marsh raised concerns on extra costs to the police service for re-checking results of the searches.

Chiefs agreed they are responsible for the data and the Home Office is responsible for the system. Chiefs discussed the risk management issues associated with this issue and possible options to take on approaches going forward.

Andy Cooke as NPCC Chair for the Crime Operations Coordination Committee and Stephen Jupp as the NPCC lead for the Intelligence Portfolio, will lead on this issue going forward. Since the letter was circulated both have been having gold group meetings weekly ensuring that the risks associated with this issue were being mitigated. Chiefs agreed they would like to see the Home Office take more responsibility for and deal with PND issues, especially given the investment of funding already put into the system.

Chiefs were assured that all issues would be put through Crime Operations and IMoRCC to ensure PND is functioning and working properly.

Chiefs agreed going forward the following:

- How we deal with end of service life issues. Continuity planning going forward with the Home Office.
- Look to have the Home Office own the risks associated as they are responsible for the system.
- Future governance and costing arrangements need to be reviewed.
- Short term plan. Advice to all Chiefs and forces will be published on ChiefsNet.
- Priority for the LEDS programme now is PNC. LEDS the migration of PNC data will be in the next 18 months / 2 years' time.

Ian Dyson asked Chiefs to make contact with him to progress through the national working group if they had any further concerns.

**Day 2: 08:30-15:00**

**16 January 2020**

**10. REVIEW OF PAPERS FEEDBACK FROM THE REGIONS (papers for decision)**

The Chair guided colleagues through the feedback from the review of papers.

### **10.1 Public Order Intelligence and Reporting Team Hosting Options**

**ACTION:** Clarification on the hosting arrangements and need to establish line management control. Further discussions are also required with the Home Office.

**DECISION:** Chiefs supported proposals to fund and form a permanent capability. It was also agreed that the new function would include the existing Strategic Protest function and the Public Order Policing Section (POPs team), both of which were hosted within CT policing.

### **10.2 Review of Roads Policing 2019**

**ACTION:** NPCC Lead to respond back to the Eastern and East Midlands feedback.

**DECISION:** Forces agreed the position as an interim solution and to consider the feedback on the recommendations received.

### **10.3 National Uniform Managed Service (NUMS)**

**DECISION:** Chiefs noted the paper.

### **10.4 NPCC Criminal Justice Coordination Committee Update**

**DECISION:** Chiefs noted the paper.

### **10.5 Pensions Challenge Update**

**DECISION:** Chiefs noted the paper which was covered off in item 11 on the agenda.

### **10.6 Police Regulations – Proposals on Resilience, Wellbeing and Diversity**

**DECISION:** Chiefs agreed the paper.

### **10.7 Contact Management – Deaf Access to 999 and 101**

**DECISION:** Agreed to progress the work forward with the national portfolio and refine based on the comments from the regions.

### **10.8 National Social Media and Digital Engagement Capability**

**DECISION:** Chiefs did not support the paper. The Chair of the NPCC Local Policing Coordination Committee will speak with the regions who provided qualified support and work with the regions who did not support the paper going forward to build on comments provided into the work.

**ACTION:** Paper will be re-submitted for the April Chiefs' Council meeting once the future of PRTB has been established.

### **10.9 National Standards for Workforce Data**

**DECISION:** Agreed this paper will be part of the discussion around the NPCC operating model and provide capability to deliver this.

**ACTION:** The Chair of Performance Management Coordination Committee to speak with Chair of Workforce Coordination Committee to explore options.

### **10.10 Gangmasters Labour Abuse Authority MoU for Exhibit Storage**

**DECISION:** Before implementation by all forces the Chair of the Crime Operations Coordination Committee will speak with the South West on Arbitration issues and North East on feedback received.

#### **10.11 Supporting the ongoing Implementation of Transformation of Police Learning and Development**

**DECISION:** Chiefs supported the paper.

**ACTION:** Chair of the Workforce Coordination Committee to speak with East Midlands region to look at communication and provide clarification on some points.

#### **10.12 Covert Body Worn Video (Armed Policing)**

**ACTION:** Author of the paper to respond to feedback from the East Midlands and Eastern regions specifically on the points raised around costs, specification and timeline on the proposed final solution.

**DECISION:** Interim solution agreed moving forward.

#### **10.13 Understanding Disproportionality in Police Complaints and Misconduct Cases for BAME Police Officers and Staff 2019**

**ACTIONS:** Author of paper to speak with Eastern region on feedback provided.

Author of paper to liaise with complaints and misconduct lead.

**DECISION:** Agreed to explore options for next phase of development for work and bring paper back for CCC in July.

#### **10.14 National Police Staff Networks**

**DECISION:** Council accepts there is a need to identify suitable funding arrangements for national police staff associations.

**DECISION:** Council agreed to support the arrangement of funding for 'national associations' as an interim solution but with a view to look at longer term sustainable solution given the support already given to local staff network associations.

#### **10.15 Volunteer Police Cadet – National Strategy 2020-2025**

**DECISION:** Council agreed the implementation of the national strategy with a view to pulling together minimum standards for safeguarding principles for young people.

#### **10.16 Future Allocation of National Charges**

**ACTION:** Michelle Skeer and the NPCC finance coordination committee to explore options to potentially look at putting a limit (Ceiling) on the level of charge that would be considered under NRE.

**DECISION:** The majority of Chiefs agreed that NRE would be the principle for charging going forward especially where there is a universal service or benefit. Chiefs agreed there would be matters of exception especially where the quantum of charging is high and other charging mechanisms may be more appropriate.

It was observed that Lincolnshire Police did not support this change in principle unless a further review takes place on the process of income distribution (per capital distribution)/cost allocation matters.

#### **10.17 National Staff Bank of PIP Accredited Investigators**

**DECISION:** Chiefs agreed the approach and a number of forces have already agreed to pilot locally.

#### **10.18 Targeted Equipment Interference Baseline and Capability Proposal**

**DECISION:** Chiefs agreed the paper.

### **11. PAY AND REWARD - CLOSED MINUTES**

### **12. WORKFORCE SESSION**

#### **NPCC Diversity, Equality and Inclusion (DEI) – Diversity within the Executive Update**

Gareth Wilson updated Chiefs on progress and said that every force has been sent a link to the self-assessment tool kit. He encouraged Chiefs to engage with this process as a way of ensuring forces were prepared for the HMICFRS inspection into DEI.

He said there has not yet been an approach from the Prime Minister to discuss diversity with the NPCC. He said it was crucial the NPCC have an argument that government will find compelling and therefore is a pressing need to have an evidence base behind this.

Gareth Wilson asked Chiefs to support the focus group work that he has commissioned on behalf of the NPCC by releasing staff.

Chiefs asked that the focus group include women from a BME background.

#### **College of Policing (CoP) – New Developments on Day One Recruit Assessment Centre and Professional Committee Update**

Mike Cunningham updated Chiefs on CoP activity saying that the Uplift program is providing challenges. He said that the assessment tool Search is not adequate and there is a new assessment process piloted with the Met and Thames Valley Police. The results are positive and they are looking at rolling this out nationally.

He said that government is focussing on both the numbers and diversity element of the Uplift but it was important to ensure that there was the right quality of candidates. The selection process is not the solution to achieve a diverse work force but what comes alongside this. Tools will follow to assist forces and the implementation will begin in July and this will be rolled out over a 7 month period.

Finally he said they are coming out of consultation on the promotion process and could all Chiefs feed into this.

### **13. BUDGET PAPERS FOR 2020/2021**

- NPCC - agreed
- NPoCC - agreed
- ACRO - agreed

- NWCUC - agreed
- NPFDC 2020-2022 - agreed

#### **14. RESPONDING TO A NEW GOVERNMENT – SEE ITEM 8 ABOVE**

#### **15. ANY OTHER BUSINESS AND SUMMARY OF DECISIONS and ACTIONS - See circulated decision table (Richard H)**

Gareth Morgan informed Chiefs that the Strategic Command Course has syndicate director roles available for any chief officer who would like to apply at Assistant Chief Constable rank or above. All Chiefs agreed to promote this good development opportunity within their respective forces.

The Chair requested all Chiefs to register to attend the next APCC-NPCC Joint Summit on the 26-27 February.

The Chair commended Ben Gasson for all his hard work as staff officer to the Chair and support at the NPCC and wished him well in his new role with Thames Valley Police.

No other AOB's were recorded for the meeting.

#### **DATE OF NEXT MEETING**

The next meeting will be held on **22-23 April 2020**.