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Chief Constables' Council Minutes

Thursday 4 June 2020, Virtual Meeting

Attendees

AC Martin Hewitt	NPCC Chair
CC Andy Marsh	Avon and Somerset
CC Garry Forsyth	Bedfordshire
CC Nick Dean	Cambridgeshire
ACC Matthew Burton	Cheshire
CC Richard Lewis	Cleveland
CC Michelle Skeer	Cumbria
CC Peter Goodman	Derbyshire
CC Shaun Sawyer	Devon and Cornwall
CC James Vaughan	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
CC Charlie Hall	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
Dep Cmsr Sir Stephen House	Metropolitan Police Service
Alison Duncan-Mercy	Metropolitan Police Service
AC Nick Ephgrave	Metropolitan Police Service
CC Andy Adams	Ministry of Defence Police
CC Carl Foulkes	North Wales
CC Simon Bailey	Norfolk Constabulary
CC Nick Adderley	Northamptonshire
CC Craig Guildford	Nottinghamshire
CC Winton Keenan	Northumbria
CC Lisa Winward	North Yorkshire
CC Matt Jukes	South Wales
CC Steve Watson	South Yorkshire
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
DCC Louisa Rolfe	West Midlands
CC John Robins	West Yorkshire
CC Keir Pritchard	Wiltshire
ACO Yvonne Cooke	Police Service for Northern Ireland
CC Paul Crowther	British Transport Police
CC Simon Chesterman	Civil Nuclear Constabulary
Mike Cunningham	College of Policing
DDG Nina Cope	National Crime Agency
DCC Fiona Taylor	Police Scotland
Brig Vivienne Buck	Royal Military Police
Wg Cmdr Mike Dixon	Royal Airforce Police
Cmdr Dean Oakley	Royal Navy Police
CO Ruari Hardy	Guernsey Police

In attendance for specific items

Tracy Holyer	NPCC Operating Model Lead
Richard Guy	NPCC Operating Model Team
David Westby	NPCC Operating Model Team
Dr Peter Langmead-Jones	Lincolnshire Police
Michaela Freeman	Lincolnshire Police

In attendance

ACC Owen Weatherill	NPoCC Lead
Det. Supt. Charmaine Laurencin	NPCC Chief of Staff
T/Ch Insp Wayne Nash	NPCC Staff Officer
Richard Hampson	NPCC Senior Business Officer
Susan Paterson	NPCC Business Manager
Nicola Growcott	NPCC Senior Communications Manager
Simon Pountain	Business Change, National Enabling Programme
Owen White	NPCC National Enabling Programme

OPEN SESSION

1. ATTENDANCE AND APOLOGIES

The Chair welcomed those present to the this second virtual Chiefs' Council meeting which would focus on the development of the new NPCC Operating Model and National Outcomes Dashboard. The following tendered their apologies for the meeting.

CC Darren Martland – Cheshire Constabulary
AC Neil Basu – Metropolitan Police Service
AC Mark Simmons – Metropolitan Police Service
AC Helen Ball – Metropolitan Police Service
DG Lynne Owens – National Crime Agency
CC Simon Byrne – Police Service for Northern Ireland
CC Iain Livingstone – Police Scotland
CC David Thompson – West Midlands Police

2. NPCC Operating Model

The chair said a media statement has been produced on behalf of UK police in response to the demonstrations in the US. The demonstrations in London in response to the incident in US has received media attention and the chair felt that the policing of this demonstration was exemplary.

Chief will have received a request for data on the Fixed Penalty Notice in relation to ethnicity from the Home Office. This issue will potentially result in a Home Affairs Select Committee and therefore

statistical analysis on this data has been commissioned by the NPCC to ensure that the interpretation of the data is robust and accurate.

Secondly the chair explained that borders patrols and the pending announcement of a statutory requirements to wear face covering while on public transport should be, in his view, the responsibility for transport operators not police. There will be an announcement on this later this afternoon.

The chair explained the first item for chiefs to discuss is the NPCC operating model options paper and he said chiefs need to decide if they want to carry on developing this work or stay as is. He explained the current government is very closely engaged in policing and has a number of demands that they want policing to deliver on. The COVID requirements have demonstrated the necessity to work as a service, to be able to respond swiftly and this has been carried out successfully by policing. Policing needs to be in a position to respond to demands on a long term basis and be able to deliver these demands efficiently and effectively.

In order to fund changes to the NPCC operational model the chair told chiefs that a number of key stakeholders need to support the proposal. These includes chief officers, the Home Office, Police Crime Commissioners (PCCs), the NPCC Audit and Assurance Board and Chief Police Officers' Staff Association (CPOSA).

The chair said the paper outlines the current position and the proposals going forward and chiefs need to agree the direction of travel. He explained from the reallocation funds he was able to use approximately £500,000 to develop the proposals to it's current position and now there has been the creation of three additional members of staff to assist in developing the model further. The posts are as follows; Strategy performance and planning lead, Strategy performance and planning officer and a business support role. The finances for 2021 are unknown and the chair is working with the Home Office on this.

The paper focuses on what the force and public benefits are and the document illustrates how an improved police service can be delivered. The new government has influenced the newly created boards and it is important to engage with this process.

The chair explained there are three main elements for consideration:

- The strategic centre which will enable the understanding of policing requirements and support.
- Looking at decision making process and how this assists in progressing business at pace while keeping everyone engaged.
- The capability approach.

The chair said there is also an Program Advisory Board and this will have representation from PCC, College of Policing (CoP), Police Scotland and Police Service of Northern Ireland (PSNI). This representation is important as it will demonstrate to the government that the model will benefit the

whole of the UK. However he reflected that consideration needs to be given on the representation for Wales.

The chair said to chiefs the next issue to consider is the option of having a full time post for NPCC leads. He explained that currently the paper factors in 23 capability managers who will service Operations, Local Policing, Crime and Criminal Justice co-ordinating committees. The support functions such as finance and workforce will sit in the strategic centre. He also confirmed that the strategic centres will not be based in London and there will be 'hubs' around the UK. Finally scalability will be brought into the development under the finance committee and this will be built into the full business case.

The next steps will be a detailed design and costed business case and this will be submitted to the Program Advisory Board in December and then a final proposal will be taken to the Chief's Council in January.

Chiefs made the following points;

- The strategic landscape has radically changed and NPCC needs to be agile and able to respond. The business case needs to put the public at centre of these changes.
- Chiefs wanted further detail on the capability plans, including the specification of the capability manager roles and how the full range of remits will be included in this.
- A Senior Responsible Owner should be built into this model and they will be accountable to the NPCC chair for the delivery of this model.
- Operational independence and constitutional issues within the section 22a need to be considered including looking at the viability of chief officers being employed as full time NPCC leads.
- The College of Policing (CoP) supports the proposals and consideration needs to be given on how this new formed NPCC model will relate to other national bodies. There can be confusion about the boundaries between CoP, National Crime Agency (NCA) and NPCC. The futures and HR remits in particular need clarity.

The chair summarised the discussion stating the following:

There is clear agreement in the need for change and from the comments the majority of chiefs currently prefer Option 2. However, there is a need for further consideration on the parameters between partnership agencies, on setting out clear principles on permanent roles supporting the larger portfolios and achieving operational independence. Additionally, the funding formulae will also have to be reviewed and there is a need to upscale slowly and review the development at

each stage. This needs to take place before submitting the finalised business case to the Program Advisory Board in December and then Chief's Council in January.

Decision: Agree option 2 forward to a Business Case, with funding, structure, constitutional boundaries and roles to be clear. Proposal to be put forward in December to the advisory group and then back to Chiefs' Council in January 2021.

4. National Outcomes Dashboard

The chair asked Bill Skelley to summarise the paper he submitted on the National Outcomes Data.

Bill Skelley explained the paper he is presenting is linked to the previous paper and said he would outline what the links are and what he is requesting. He explained that there are two choices that chiefs can make. One of which is to continue using the structures pre COVID times that manage national requests for data and information or chiefs can take the opportunity to develop a different approach. The final detail on a newly developed model is still to be worked through but what has been presented is a 'National Outcome Dashboard' as an initial proposal.

Bill Skelley made reference to the NPCC Operating model paper in which it describes a strategic hub function and some of the purpose of this hub is about the interpretation, analysis and co-ordination of data. He explained that the previous policing approach on data provision was adhoc and sub optimal. Pressure is mounting to manage the data differently and the current government is looking for a more focused approach, through having a crime outcomes framework.

Bill Skelley said he has worked with a number of chief officers and stakeholders and has prepared a proposal for chiefs that broadens out the data range. This has been captured at a national level and has been produced as a scorecard across four domains. The mains categories are crime, workforce, public satisfaction & confidence and public protection areas.

Bill Skelley said he envisaged the National Outcomes Dashboard and performance function proposal being incorporated in the NPCC Business Model. He would work with the team to include this in the NPCC Business Model proposal if agreed by chiefs. He explained that the 'National Outcome Dashboard' is a tool that describes the information that they are processing. This is not replacing either the Home Office or force crime data frameworks – but this will co-ordinate and contextualise the information already collected. This proposal will be most relevant to the performance board that the Policing Minister is chairing and feed into the future spending review.

Bill Skelley said that during the response to COVID, Operation Talla is an example of how mechanisms were implemented through co-ordination, collection and contextualisation. Bill Skelley explained that this approach allowed them to effectively respond to government as well as assisting forces areas.

Bill Skelley invited Peter Langmead Jones to explain to chiefs his experience of the performance areas outlined in this paper.

Peter Langmead Jones said he has been involved in policing performance for a decade and he said it is worth reflecting on the phrase, 'the engine room' and it's meaning. He said it is easy to make a request for information but hard to get a consistent and quality returns.

This proposal is not competing against the existing performance frameworks. The role is focussed on being responsive to needs, taking requests for information, turning data into quality information and deriving insight from this. There is a large variation in the quality and consistency of returns from forces. Part of this role is making sense of the returns and this role is similar to a research function i.e. deriving insight from the information as well as managing the returns. He said that one aspect that needs developing is the ability to be prospective rather than retrospective.

Chiefs made the following points;

- Chiefs were supportive for NPCC to get better at co-ordinating, automating, interpreting and visualising the data – potentially in real time. This will allow the NPCC to be able to provide government with their growing requirement for information but also context around this. However, chiefs are concerned about supporting additional national performance measures, creating further demands as there are already vast ADR requirements and Force Management Statements.
- There was agreement that this proposal should fit with the central ‘strategic hub’ model. This proposal needs to be careful of duplicating lines of accountability, demands and system requirements.
- Chiefs felt that a refreshed vision should be assisted by using this data and if broadened out this work could include areas such as the wider criminal justice portfolio.

The chair summarised the discussion and said there are some concerns from chiefs around how this data could be utilised but there is general agreement that chiefs support Bill Skelley and his team to continue this work. Chiefs also agreed this work needs to be included in the NPCC business operating model work stream.

Decision: Chiefs agreed to take this work forward and to broaden the collection of data to support the vision. Later reiterations of this work should be brought back to future Chiefs’ Council meetings for review

5. ANY OTHER BUSINESS AND SUMMARY OF DECISIONS and ACTIONS - See circulated decision table

DATE OF NEXT MEETING

The next meeting will be held on **15-16 July 2020**.