

Chief Constables' Council Minutes

Wednesday 5th – Thursday 6th April 2017

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Author: Susan Paterson
Force/organisation: National Police Chiefs' Council (NPCC)
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Attendees

CC Sara Thornton	NPCC Chair
CC Andy Marsh	Avon and Somerset
CC Jon Boutcher	Bedfordshire
CC Alec Wood	Cambridgeshire
DCC Janette McCormick	Cheshire
Commissioner Ian Dyson	City of London
CC Iain Spittal	Cleveland
CC Mick Creedon	Derbyshire
CC Debbie Simpson	Dorset
CC Stephen Kavanagh	Essex
CC Suzette Davenport	Gloucestershire
CC Ian Hopkins	Greater Manchester
CC Julian Williams	Gwent
CC Olivia Pinkney	Hampshire
CC Charlie Hall	Hertfordshire
CC Alan Pughsley	Kent
CC Steve Finnigan	Lancashire
CC Simon Cole	Leicestershire
DCC Gary Night	Lincolnshire
CC Andy Cooke	Merseyside
AC Mark Rowley	Metropolitan Police Service
AC Steve Rodhouse	Metropolitan Police Service
CC Simon Bailey	Norfolk
CC Simon Edens	Northamptonshire
CC Craig Guildford	Nottinghamshire
CC Winton Keenen	Northumbria
T/CC Gareth Pritchard	North Wales
CC Dave Jones	North Yorkshire
DCC Matt Dukes	South Wales
CC Stephen Watson	South Yorkshire
DCC Nicholas Baker	Staffordshire
CC Gareth Wilson	Suffolk



CC Nick Ephgrave
CC Giles York
CC Francis Habgood
CC Martin Jelley
CC Anthony Bangham
CC David Thompson
CC Dee Collins
ACC Paul Mills
CC Paul Crowther
CC Alex Marshall
CC Alf Hitchcock
CC George Hamilton
Brigadier David Neal
ACC Chris Shead

Surrey
Sussex
Thames Valley
Warwickshire
West Mercia
West Midlands
West Yorkshire
Wiltshire
BTP
College of Policing
MoD
PSNI
Royal Military Police
NPOCC

In attendance for specific items

Jackie Courtney
Dame Vera Baird
Paul Lincoln
Robert Beckley

PRTB Assurance Director
Chair Association of Police & Crime Commissioners
Home Office
Operation Resolve

In attendance

Supt. Tim Metcalfe
Insp. Ben Gasson
Nicola Growcott
Lucy Hall
Luke Mackenzie
Sherry Traquair
Mathew Peck
Susan Paterson

NPCC Chief of Staff
NPCC Staff Officer
NPCC Communications Manager
NPCC Communications Officer
NPCC Business Support Officer
NPCC FOI and Decision Maker
College of Policing
NPCC Business Manager

09:00-17:00, 5 April 2017
OPEN SESSION

1. ATTENDANCE AND APOLOGIES

The Chair welcomed those present to the meeting of Chief Constables' Council. The Chair asked those attending to introduce themselves to assist guests.

The following tendered their apologies for the 5 and/or 6 April 2017 session of Council:

- Mark Polin - North Wales
- Lynne Owens - NCA
- Mark Rowley – MPS (Day 1)
- Simon Byrne – Cheshire
- Mark Collins – Dyfed Powys
- Jeff Farrar – Gwent
- Bill Skelly – Lincolnshire
- Peter Vaughan – South Wales
- Jane Sawyers – Staffordshire
- Mike Veale – Wiltshire
- Lynne Owens – National Crime Agency
- Phil Gormley – Police Scotland

The Chair explained that she would move the scheduled agenda items 2 and 3 under the chairs brief.

2. DAME VERA BAIRD, CHAIR OF THE ASSOCIATION OF POLICE AND CRIME COMMISSIONERS

The chair welcomed Dame Vera as the chair of the APCC.

Dame Vera thanked the chair for the invitation to speak and reflected on future challenges for policing and the role of PCCs.

She explained the next PCC elections will be in 2020. Devolution will have an impact but won't alter the PCCs' role significantly. The purpose of PCCs is to ensure there is oversight in every part of policing including the criminal justice system therefore, they are also engaging with the MOJ.

PCCs have developed a portfolio structure and this will assist alignment with the NPCC structures. There are 20 portfolio areas, each with a PCC lead. Dame Vera is the lead for the victims's portfolio.

Dame Vera supports the joint work with the NPCC on the police reform including the 'building blocks' to assist transformation.

The Police Reform and Transformation Board (PRTB) is considering a large volume of transformation bids that are placing pressure on the available budget for reform, raising questions about how we scale bids and transfer good practice across England and Wales. Additionally, the changing infrastructure required for enhanced collaboration between

emergency services must be costed and the proposed revision to the funding formula will clearly impact policing in the medium term.

These issues will be discussed at the joint APCC and NPCC event in July.

Dame Vera raised the proposed direct entry process and questioned whether PNAC is capable meeting demand. She thought it unlikely the APCC members would come to an agreed position. Additionally, PCCs will be considering how the current development and recruitment process for chief officers encourages diversity and nurtures talent.

The chair thanked Dame Vera for speaking to the Council and asked the floor for questions. There were discussions on the following points:

- The need for chiefs, the PCCs and the College of Policing to work together to ensure HMIC are inspecting against appropriate standards;
- The APCC perspective on the complaints process and the need to embed a learning process working with the IPCC;
- Selection processes for deputy PCCs and the need for a representative workforce.

3. POLICING REFORM IN THE NETHERLANDS - COMMISSIONER AKERBOOM, NETHERLANDS POLICE

The chair welcomed guests from the Netherlands Police Force.

Commissioner Akerboom reflected on the experience of police reform in the Netherlands. He outlined the challenges of reducing budgets while maintaining policing as a local service and the need to sustain morale. He explained there is one national force but with community links through local chiefs, prosecutors and local mayors. The Netherlands have adopted some UK policing processes and enjoy a good working relationship with the UK police.

Commissioner Akerboom played a short video reflecting the core values underpinning policing in the Netherlands.

Commissioner Akerboom talked about history of policing in the Netherlands.. He explained the enduring debates between local versus national and civil versus paramilitary policing styles. However, he emphasised the criticality of public consent.

Commissioner Akerboom said the move to a national police force was driven by a recognition that the existing local policing model was not able to make decisions effectively and delivered inconsistent practices. Becoming a single organisation ensured greater financial efficiency and operational effectiveness but has taken time and effort in partnership with the local Mayors. The benefits of merging forces are better positioning to undertake large operations and mobilise resources to where they are most needed. He emphasised community policing remains the core of the policing model.

Commissioner Akerboom outlined what he thinks is important for the future in policing:

- The need for stability, to be more agile and to focus on the 'people' dimension;
- The need for the police to attract a diverse background of recruits;
- The need to take advantage of cyber technology and make technology work for policing.

There was a discussion on the following points:

- Public and political opinion on policing reform has a reputational impact;
- Accountability of operational delivery – the public need to feel there is local accountability so local chiefs are encouraged to make decisions based on their local needs;
- Senior appraisal is spread between government , operational senior managers, the local mayor and local prosecutors;
- The benefits of technology for citizens were around crime reduction, police visibility and efficiencies through savings;
- Police reform has allowed national responses that wouldn't have been possible under the previous structure.

4. MINUTES

The Minutes of the previous meeting held on 25-26 January 2017 were agreed. It was noted under the regional section the action to provide an update on Stop and Search and s163 Traffic Stop would be carried forward the next Council meeting.

Action: Adrian Hanstock to provide an update up-date on stop and search and Anthony Bangham an update on s163 traffic stops.

5. MATTERS ARISING

Action item number 5.1: Alex Marshall to provide a briefing paper on the restrictions that can be put in place to limit and or prevent a police officer from participating in political activities. Chiefs sought guidance to ensure a consistent approach.

Remains outstanding - Alex Marshall did not cover this action in the College update.

Action item number 5.2: The College of Policing is developing role profiles (formally the Police Professional Framework) and consultation will commence next week. The College will circulate the consultation to all forces for feedback.

This has been circulated and consulted on.

Action item number 5.3: There will be a round-table event to discuss the national implications from the Henrique's Report into the MPS handling of specific child sexual abuse investigations. Following this event, the College of Policing will confirm the national position.

6. STANDING ITEMS

6.1. Chair's Update

The chair congratulated Simon Edens on his appointment to the Chair of the Performance Management Portfolio.

The chair offered her appreciation and farewells to the following colleagues:
Suzette Davenport, Steve Finnigan, Mick Creedon, Jayne Sawyers and Jeff Farrar.

The chair updated chiefs on the infrastructure review and confirmed that the relevant papers were uploaded on ChiefsNet. Alec Wood took an action to have a discussion with Paul Lincoln

and to take the lead on the interoperability/infrastructure through the Operations committee and to include airports.

Action: Alec Wood to lead on the interoperability infrastructure through the Operations committee and to include airports.

6.2 Regional papers

The chair guided colleagues through the feedback from the regional papers.

6.2.1 National Standards for Incident Recordings

This paper was supported

6.2.2 Spit Guards

The chair explained the legal position has been confirmed and the decision to use spit guards was the responsibility of chief constables. Additionally, chiefs were concerned about under-reporting by police officers where offenders purposefully spit at them.

Secretary note: Shaun Sawyer requested on the 8th of May 2017 that a reference be added to these minutes to note his declaration of interest regarding spit guards.

6.2.3 Victims of Fraud

This paper was supported

6.2.4 CSE Pursue Board Update

This paper was supported

6.2.5 Draft CJ Strategy

This paper was supported

6.2.6 Citizens in Policing

Regions welcomed clarification on the method of funding that was been proposed. Chiefs were comfortable to take the decision at Council on the coordinators post and there was a unanimous decision that each force would contribute £2,000 from their budgets for a three year period.

6.2.7 Digital Public Contact

Supported if questions and feedback were addressed. All forces should ensure they have a digital SPOC involved in the project.

6.2.8 Finance Coordination Committee

This paper was supported and a summary of the paper was given.

6.2.9 National Volunteer Police Cadets Programme

Action: This paper was noted and a regional paper to be brought back in July.

6.2.9.1 NPR/SPR

This paper was supported

6.2.9.2 Blue Light Air service programme

This paper was withdrawn as Simon Byrne could not attend council. A regional paper including an amended plan will be brought back to July's Council.

6.3 Delivery plan 16/17 update

The chair updated chiefs on progress against the delivery plan. This paper was noted by chiefs and the chair thanked all the co-ordination committees for their work. This was approved by Council.

6.4. College of Policing update

Alex Marshall provided an update on Professional Committee meeting and activities that have been progressed since the last council. He explained there was positive feedback from the recent Senior Command Course (SCC) and an update would be given later in the session. An update on Professional Committee was given to the meeting and chiefs were asked to review the agenda. The offer of a College of Policing representative coming to regional meetings on professional issues was also made.

Professional Committee discussed the two HMIC recommendations relating to neighbourhood policing and detective numbers. These discussions mirrored views of chiefs and he thanked them for their support.

In relation to workforce transformation, a recent College of Policing event presented an amended illustration of the workforce transformation approach.

The apprentice scheme has been approved and the amount of cost to forces agreed. Forces can reclaim costs using an approved national scheme that is now in place. Alex Marshall will confirm through the College of Policing Board the timing of the implementation process.

Alex Marshall explained the College of Policing has submitted a Police Transformation Fund bid to assist in professional development for those working in policing.

Action: CC Alex Marshall will come back to Council with a timeline and costs to complete the Police Educational Qualification Framework work.

Alex Marshall thanked chiefs for their feedback on licence to practice guidance. He explained that most questions raised were around how this could operate in high-risk, high-harm police work and the College of Policing are currently testing this. Other questions related to a general register for licence to practice. Undercover licencing is now live. The MPS have asked the College to review their practices in undercover policing to ensure lessons had been learned.

Sanction guidance for misconduct cases has been approved by Professional Committee. Alex Marshall has met with the IPCC about its understanding of this guidance, particularly around cases of gross misconduct. The Federation did not support guidance. The College will ensure they take the Federation's views into account moving forward.

Alex Marshall said that we now have guidance on misconduct and gross misconduct and how to distinguish between the two, however, there is a need to look again at how we differentiate between and deal with poor performance and misconduct.

6.5 Police Memorial Video Clip

A video clip was played. The chair explained the public appeal would be launched on 19 April. The chair explained the memorial has a physical, education and digital dimension to it. There will also be a fund for families who have lost a relative.

Action: Nicola Growcott to send a further communication to chiefs on the Police Memorial.

7. MODERN SLAVERY – UPLIFT IN LAW ENFORCEMENT CAPABILITY

Shaun Sawyer provided an overview of the paper and thanked Simon Bailey for his support.

Shaun Sawyer introduced Will Kerr, the NCA lead for vulnerability. Will Kerr explained there are two parallel strands to this work: the Governments' ambition to eradicate Modern Slavery. Will Kerr summarised the aims of the NCA strategy to tackle modern slavery:

- To build an intelligence picture to understand the threat and take a whole systems approach;
- Coordination of a risk assessing and triage function;
- To raise public awareness and encourage reporting.

The chair thanked Will Kerr and asked if there is anything chiefs could do to support the triage process.

Shaun Sawyer explained that HMIC had assessed some forces on MS and he will write to all forces outlining guidance and best practice.

Simon Bailey said over the next two years, through the transformation fund work, they will work to develop joint capability.

8. BREXIT

Will Kerr updated the meeting on progress for Brexit planning.

Will Kerr stated that there is a joint NCA NPCC communication document outlining the operational requirements for UK policing.

Action: The joint NCA/NPCC core script outlining the operational requirements for UK law enforcement to be recirculated.

9. SPECIALIST CAPABILITIES -

Chris Sims referenced the circulated papers. He explained since the October Council the Specialist Capabilities Programme has been reviewing the approach to cybercrime and intelligence and

further developing the recommendations generated by the five capability reviews that comprised phase one of the work. He stated the development of the 13 proposals into business cases has been challenging without consistent data and leaders having 'day job' commitments.

Chris Sims signposted chief constables to the five reports on ChiefsNet asked chiefs to indicate if they will support the proposed work by May 31.

9.1 Surveillance - closed

10. TRANSFORMING FORENSICS

This item was chaired by Giles York.

Debbie Simpson introduced this section joined by programme director Jo Ashworth who has working alongside the Home Office and Specialist Capability team. Debbie Simpson outlined business case and options. The preferred option is affordable and self-sustaining for the future although the PTF will initiate the programme.

Debbie Simpson sought approval from chiefs on the preferred option and further appraisals will still be required as a final stage of the bidding process.

Jo Ashworth set out the case for change, including:

- Changing in demand for policing and therefore forensics;
- Forensic resource pressures related to capability and capacity;
- New forensic tools are not used in a standardised way across forces;
- Changing nature of digital evidence and need for accreditation;
- Need to invest and reinvest to make the service effective over time;
- Aligning in the wider reform agenda needs to align with the transformation principles;
- Sustainability and consistency;
- Futureproofing forensics to respond to the changing needs and demands;
- Ensuring public confidence through quality forensics;
- Efficient use of resources – opportunity to industrialise this process.

The feedback from forces show CSI is approximately about 44% of the total spend (estimated approximately £370 million and digital forensics is under-estimated within this figure.

There are five options presented by the Transforming Forensics Programme:

1. Maintaining the current state – do nothing but there will be a growing cost as there is an increasing baseline to maintain the current state.
2. Utilise enablers – to have central team and build a head of profession
3. Nationally enabled infrastructure – would not change the local structure and has high costs owing to the retention of the fragmented business model.
4. Aggregate services delivery - working collaboratively to maximise benefits but doesn't

reach into the frontline as it's not regionally structured.

5. Full integration – the preferred option

This full integration model (option 5) is summarised as:

- Fully end-to-end central service delivery meeting local, national and international requirements. This would save money through aggregated efficiencies and ensure good quality and standards of service;
- Prioritisation would remain a force decision based on local requirements;
- Forces will still need to subscribe to a commercial market service as outlined by the Home Office;
- Anticipated benefits include better outcomes, additional capacity, opportunities reinvest efficiency savings and enable wider reform.

Chiefs were asked to:

- Note the current work/direction;
- Offer feedback to develop the business case;
- Indicate opting into the programme following PCC engagement 28 April.

The following points were discussed:

- There was support for the preferred option and a need to think about what should happen if full funding is not available;
- Feedback thoughts on options 4 and 5 and this should be referenced;
- Building on different types of functionality such as facial recognition;
- There was a request for assistance from the team to help engagement with force experts;
- The importance of sharing this with other agencies such as NCA, BTP and Border Agency;
- The desire for staged approach to adoption.

11. UNDER COVER POLICING INQUIRY – CLOSED ITEM

12. PORT POLICE CHIEF OFFICERS ASSOCIATION

The Chair summarised this paper and suggested that this would something that should be supported and highlighted the PPCOA would make a financial contribution to the NPCC.

There was a question around inclusion on the basis that this may set a precedent. It was pointed out for some forces there is close working relationship and therefore this would be positive collaboration. The chiefs were broadly in favour of the proposal to invite the PPCOA to join the NPCC.

The chair reminded colleagues of the following meetings:

Chief Officer Briefing Day - 24 May

APCC/NPCC joint seminar- 18 July

Main CCC conference - 1/2 November

Day 1 End

Day 2 09:00-13:00

6th April 2017 - Durham

13. MTFA PREPAREDNESS UPDATE – CLOSED ITEM

14. NATIONAL STRATEGY ABUSE OF POWERS FOR SEXUAL PURPOSES

15.

Steve Watson set out the background and progress to date. He thanked those who responded to the consultation.

The strategy is designed to:

- Send out a clear message about serious corruption;
- Ensure policing is joined up with HMIC and ministers in dealing with this issue;
- Bring best practice together.

Three products have been generated: a draft strategy, summary document around prevention and an implementation plan

The following issues were discussed:

- There has been a decision that this work focusses on members of public who become victims and there are further plans to look at internal incidents of abuse of power;

Steve Watson requested approval for the strategy and chiefs endorsed this.

Action: Steve Watson to write to the minister to discuss timescales and next steps

Action: Nicola Growcott to support with Steve Watson with the communications plan.

16. ANALYSIS OF POLICE CONDUCT HEARINGS (JAN 2015 – DEC 2016) – ITEM

17.

Craig Guildford summarised the main findings from the paper on the analysis carried out on police conduct hearings. The following points were made:

- It was noted the number of fast track hearings have increased over time.
- There were variations observed in outcomes by region;
- In cases where gross misconduct was found and the panel included an ACC, dismissal was statistically more likely;

- The College of Policing has written guidance on conduct hearings expected to be rolled out nationally from July.

The report was noted and the chair requested a re-run of the data in a years' time.

Action: To repeat the analysis of police conduct hearings in a years' time.

18. LEADERSHIP AND LEARNING

The Chair presented the findings of the paper and proposed that, if supported, an action plan would be presented at Chief Constables' Council in July. There was support for this approach and a need to better understand the balance between performance and misconduct. The following recommendations were agreed:

- Establishment of a group comprising of chief constables, the College of Policing, Police and Crime Commissioners, the IPCC and HMIC to consider a more structured approach to organisational learning and development that is explicitly linked to workforce CPD.
- The development of a common model for organisational learning across the police service that adopts a differentiated approach, to support the capture, analysis and dissemination of lessons across force boundaries.
- Establish an 'action plan' to assist delivery for presentation to Chief Constables Council in July 2017.
- Work to embed the concept of forward-looking accountability.
- That chief constables consider adaptability, resilience and diversity to be critical organisational design principles when operating in conditions characterised by complexity and continual change.
- That Peer Review model is further developed to support, and provide timely feedback, to forces.

There was an observation that there should be a process in place to facilitate organisational learning. There was a view that this could be done through CPD and there is a need to capture the learning and access this resource.

19. HMIC PEEL EFFECTIVENESS UPDATE – NPCC RECOMMENDATIONS

Chiefs discussed how the NPCC would respond to five recommendations from HMIC from the latest PEEL inspection on effectiveness. A position was agreed, which the Chair would confirm in writing to HMIC.

Action: The chair to write to inform HMIC of the discussion at Chief Constables' Council

20. HMIC ENGAGEMENT - CLOSED ITEM

21. POLICE REFORM AND TRANSFORMATION BOARD

Since the extraordinary meeting there has been one meeting of the PRTB and the Chair explained the paper offers an overview of the meeting, the work to produce the strategic framework and the 'building blocks' that have been identified to achieve the 2025 vision.

The meeting examined the first tranche of the bids submitted to the Home Office. The following points were made:

- Digital, Productivity Services and Cyber Security bids are developing outline business cases.
- The ERP and data storage network bids were not supported and will be reviewed for the next round.
- Sussex, Kent and the MPS have been progressing the Virtual Court work but the work must align to the national court plan. There has been further work carried out to reconcile the national with the local.
- The UC online bid was supported.
- The 98 further proposals will be assessed against the building blocks and strategy.
- There was an observation that a bottom up approach will result in fragmented outcomes. The Chair confirmed that the strategy would ensure there was a more strategic approach.

Colleagues were asked to note the recommendations and this was supported by chiefs.

22. DELIVERY PLAN 2017/18

The delivery plan was presented to Chief Constables' Council. The Chair asked if chiefs agreed to the objectives outlined and it was supported.

23. TECHNOLOGY STANDARDS

The chair explained the importance of technology standards but that this works falls between different strands of work. The challenge is to identify the most appropriate solution. Ian Dyson asked chiefs to note the presentation. He emphasised two points:

- The proposal for the network codes option may not be the most efficient solution and the portfolio is in conversation with the Home Office about finding the right solution;
- There are not 43 different police crime-recording systems and it is important to have a narrative to explain the good work that is going on to build a common platform.

Ian Dyson stated the information management & operational requirements coordination committee is working to develop standards and governance in this area and if chiefs require clarity on this work they should contact him.

Giles York took over Chair from Sara Thornton

24. STRATEGIC COMMAND COURSE

Debbie Simpson thanked Alex Marshall for his support in respect of this work. She also thanked Jo Noakes and Helen Ball who are the deputy directors on the course. An additional paper was tabled which provided an update from the March 27 SCC professional reference group meeting

reviewing the PNAC and the SCC process. This paper also discussed the pipeline, capability and the diversity requirements for forces.

Debbie Simpson and Helen Ball explained the Review of Senior PNAC and the Strategic Command Course was ongoing. They stated the SCC adopted an approach emphasising the prevention of crime and harm. Additionally, the course included business management, personal and organisational development skills, leadership and procedural justice elements. The course adopted a non-hierarchical approach and built in transparency including running a social media communications campaign. The feedback from students was very positive about the course and their confidence to move into chief officer roles.

Helen Ball explained there were insufficient numbers attending Senior PNAC and the SCC and this needs urgent consideration. The immediate actions are focused on the 'pipeline' issues.

The discussion covered the following points:

- It was recognised as important that PCCs are engaged and understands these issues.
- It was recognised that several superintendents and chief superintendents, although eligible, were not keen to perform chief officer roles. Others might be dissuaded by PNAC and other alternative selection approaches could be considered, such as a lighter gateway with a more formal assessment at the end following development.
- The value of greater use of the modular approach and the development of a 'hub' function to offer advice, support applicants and match talent to vacancies.
- The pipeline issues linked to the College of Policing paper on why staff are not progressing.
- Consideration of positive action be taken to mentor and encourage BME colleagues to apply for PNAC.
- It was recognised other public sector professions, such as teachers, are also struggling to find individuals to occupy senior positions.
- The paper and recommendations were supported by chiefs.

25. ESMCP - CLOSED ITEM

26. ANY OTHER BUSINESS

There was a discussion about the Home Office consultation regarding direct entry to the post of Chief Constable. The proposal would be to remove the requirement for a Chief Constable to have served as an officer. Chiefs felt the consultation time was insufficient and felt strongly about the inadequacy of the debate. It was agreed there was an opportunity to discuss this at greater length on 24 May with Deputy Chief Constables and the Assistant Chief Constables.