

**Chief Constables' Council Minutes**

**Wednesday 12 – Thursday 13 July 2017**

**Security classification:** Official  
**Disclosable under FOIA 2000:**  
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**Force/organisation:** National Police Chiefs' Council (NPCC)  
**Date created** 17 July 2017

**Attendees**

|                           |                             |
|---------------------------|-----------------------------|
| CC Sara Thornton          | NPCC Chair                  |
| DCC Sara Crew             | Avon and Somerset           |
| T/DCC Mike Colbourne      | Bedfordshire                |
| CC Alec Wood              | Cambridgeshire              |
| CC Simon Byrne            | Cheshire                    |
| Commissioner Ian Dyson    | City of London              |
| CC Iain Spittal           | Cleveland                   |
| CC Jeremy Graham          | Cumbria                     |
| DCC Gary Knighton         | Derbyshire                  |
| DCC Paul Netherton        | Devon and Cornwall          |
| CC Debbie Simpson         | Dorset                      |
| DCC Jo Farrell            | Durham                      |
| CC Mark Collins (Day 1)   | Dyfed-Powys                 |
| ACC Liane James (Day 2)   | Dyfed-Powys                 |
| DCC Ben-Julian Herrington | Essex                       |
| T/CC Rod Hansen           | Gloucestershire             |
| DCC Ian Pilling           | Greater Manchester          |
| CC Julian Williams        | Gwent                       |
| DCC Sara Glen             | Hampshire                   |
| CC Charlie Hall           | Hertfordshire               |
| CC Lee Freeman            | Humberside                  |
| DCC Paul Brandon          | Kent                        |
| CC Andrew Rhodes          | Lancashire                  |
| CC Simon Cole             | Leicestershire              |
| CC Bill Skelly            | Lincolnshire                |
| CC Andy Cooke             | Merseyside                  |
| AC Mark Rowley            | Metropolitan Police Service |
| AC Martin Hewitt (Day 2)  | Metropolitan Police Service |
| ACC Richard Debicki       | North Wales                 |
| CC Simon Bailey           | Norfolk                     |
| CC Simon Edens            | Northamptonshire            |



CC Craig Guildford  
CC Steve Ashman  
CC David Jones  
DCC Matt Dukes  
CC Stephen Watson  
CC Gareth Morgan  
CC Gareth Wilson  
CC Nicholas Ephgrave  
CC Giles York  
CC Francis Habgood  
DCC Karen Manners  
DCC Amanda Blakeman  
CC David Thompson  
CC Dee Collins  
CC Mike Veale  
CC Paul Crowther  
DDG Nicola Holland  
DCC Simon Chesterman  
DCC Ian Livingstone  
CC Alex Marshall  
DCC Andy Adams  
ACC Stephen Martin  
Brigadier David Neal  
Gp Capt Steven Horne  
ACC Chris Shead

Nottinghamshire  
Northumbria  
North Yorkshire  
South Wales  
South Yorkshire  
Staffordshire  
Suffolk  
Surrey  
Sussex  
Thames Valley  
Warwickshire  
West Mercia  
West Midlands  
West Yorkshire  
Wiltshire  
BTP  
National Crime Agency  
Civil Nuclear Constabulary  
Police Scotland  
College of Policing  
MoD  
Police Service for Northern Ireland  
Royal Military Police  
Royal Airforce Police  
NPOCC

**In attendance for specific items**

Chief Zacharias Chrysostomou  
Chief Chris Eyre  
Paul Santiago  
Chief Richard Smith  
Paul Lincoln  
Nick Hurd

Republic of Cyprus  
Sovereign Base Areas in Cyprus  
International Association of Chief Police Officers (IACP)  
International Association of Chief Police Officers (IACP)  
Home Office  
Minister of State for Policing and the Fire Service

**In attendance**

Supt. Tim Metcalfe  
Supt. Richard Cooper  
Insp. Ben Gasson  
Nicola Growcott  
Richard Hampson  
Nicole Higgins  
Susan Paterson  
Sherry Traquair  
Oliver Cattermole  
Toby Williams

NPCC Chief of Staff  
NPCC Chief of Staff (Incumbent)  
NPCC Staff Officer  
NPCC Communications Manager  
NPCC Business Officer  
NPCC Strategic and Risk Planning Manager  
NPCC Business Manager  
NPCC FOI and Decision Maker  
College of Policing  
NPCC Communications Officer

**09:00-18:00, 12 July 2017**  
**OPEN SESSION**

**1. ATTENDANCE AND APOLOGIES**

The Chair welcomed those present and asked those attending to introduce themselves to assist guests.

The following tendered their apologies for 12<sup>th</sup> and/or 13<sup>th</sup> July 2017 session of Council:

- CC Andy Marsh - Avon and Somerset
- CC Jon Boutcher - Bedfordshire
- CC Peter Goodman – Derbyshire
- CC Shaun Sawyer – Devon and Cornwall
- CC Mike Barton – Durham
- CC Stephen Kavanagh – Essex
- CC Ian Hopkins – Greater Manchester
- CC Olivia Pinkney – Hampshire
- CC Alan Pughsley – Kent
- Cmsr Cressida Dick – Metropolitan Police Service
- DAC Fiona Taylor – Metropolitan Police Service
- CC Mark Polin – North Wales
- CC Peter Vaughan – South Wales
- CC Martin Jelley – Warwickshire
- CC Anthony Bangham – West Mercia
- DG Lynne Owens – National Crime Agency
- CC Phil Gormley – Police Scotland
- CC Mike Griffiths – Civil Nuclear Constabulary
- Chief Officer Mike Bowron – States of Jersey Police

The Chair explained that she wrote to Alf Hitchcock's family on behalf of chiefs to convey their condolences for their loss at this difficult time. She also conveyed gratitude to Bedfordshire and the MoD Police for organising the funeral that took place on the 6 July. The Chair reflected on the character and immense contribution Alf Hitchcock made to policing.

The Chair informed all chiefs that they were holding an informal closed discussion in the evening with Nick Hurd, Minister of State for Policing and the Fire Service and encouraged all chiefs to attend and contribute.

The Chair welcomed the following chiefs to their first Council meeting in their new positions as chief constable:

- Gareth Morgan (Staffordshire), Rod Hansen (Gloucestershire), Andrew Rhodes (Lancashire), Lee Freeman (Humberside) and Peter Goodman (Derbyshire).

All at Council expressed congratulations to the following on their new positions:

- CC Simon Edens is now permanent head for the NPCC performance management coordination committee.
- Richard Cooper would now be taking over as NPCC Chief of Staff, replacing Tim

Metcalfe.

- Paul Lincoln will shortly take up a new position as Director-General of UK Border Force.
- Helen Ball would become Assistant Commissioner in the Metropolitan Police Service (MPS) from the August.

A copy of the Queen's Birthday Honours list was circulated and the Chair expressed congratulations to all honourees who received the Queen's Police Medal (QPM) and Order of the British Empire (OBE) for distinguished service:

- Michelle Dunn, Deputy Chief Constable, Hertfordshire Constabulary
- Alison Newcomb, Deputy Assistant Commissioner, Metropolitan Police Service
- Hilary Sawyers, Chief Constable, Staffordshire Police
- Karen Manners, Deputy Chief Constable, Warwickshire Police.

Also noted an OBE was awarded to Claire Davies, Assistant Chief Officer, Metropolitan Police Service

The Chair confirmed this would be Alex Marshall's last meeting at Council and thanked him for his support and contribution to policing and wished him well for his future role.

## 2. MINUTES

The minutes of the previous meeting held on 5-6 April 2017 were agreed. It was noted under point 6.2.6 for Citizens in Policing that this should reflect a 3-year funding period as agreed at the last meeting.

**Action:** The NPCC team to amend point 6.2.6 in the April Council minutes showing a 3-year funding period and re-publish internally to all chiefs.

## 3. MATTERS ARISING

Action item number 3.1: Alex Marshall to provide a briefing paper on the restrictions put in place to limit and/or prevent a police officer from participating in political activities. Chiefs sought guidance to ensure a consistent approach.

Alex Marshall confirmed that Iain Spittal has written to all chiefs on the updated position and the guidance in June. The Chair requested the NPCC team to re-circulate a copy of the letter and guidance via ChiefsNet and show the action as closed.

**Action:** NPCC team to re-circulate a copy of the letter and guidance via ChiefsNet and show the action as closed.

Action item number 4.2: There will be a roundtable event to discuss the national implications from the Henriques Report into the MPS handling of specific child sexual abuse investigations. Following this event the College of Policing will confirm the national position.

Alex Marshall confirmed the roundtable event took place and was attended by the Crown Prosecution Service (CPS), National Crime Agency, Police and Crime Commissioners (PCCs) and NPCC leads for missing persons and child sexual exploitation (CSE). An update was provided on

the discussion held by the group regarding the 27 Henriques recommendations, and the use of the terms 'victim' and 'belief' when recording a crime. The College is waiting to consider the outcomes of related cases before communicating the outcomes of the roundtable and what it means for national guidance. Until that point the current position remains the same.

Action item number 17: The Chair confirmed that CC Wilson would lead on the broader diversity strategy to be completed in July and would bring a workforce plan back to Council.

The Chair requested this item be placed on the agenda for the October Council meeting and action updated.

**Action:** The diversity strategy and workforce plan to be placed on the agenda for October Council meeting

Action item number 6.2.9.2: The Bluelight Air Service Programme paper was withdrawn from the April meeting and would be brought back to the July meeting.

The NPCC Chair confirmed this would be discussed once further discussions were held with Dee Collins and Simon Byrne as national leads. A timeframe will be agreed and a paper will be brought back for further discussion at the October Council. The action log will be updated to reflect this action is ongoing.

Action item number 13: MTF update Francis Habgood would circulate the questions from the inspection on Plato readiness and the good practice findings to forces.

This will be covered in item 6 on the agenda and the action should be shown as closed.

Action item number 15: To repeat the analysis of police conduct hearings in a year's time.

Craig Guildford confirmed this is an ongoing process and a complete analysis would be brought back to Council in April 2018. Action closed.

#### **4. POLICE REFORM AND LEGITIMACY ISSUES IN THE UNITED STATES**

Presentation from Chief Richard Smith, Vice President, International Association of Chiefs of Police (IACP)

Richard Smith thanked the NPCC for the invitation and welcomed the opportunity to address his counterparts in the UK. He outlined the background to the International Association of Chiefs of Police and said it has grown in membership from 51 police officers to 30,000. The IACP's aim is to facilitate training and development of chiefs of police. A key element of success for the organisation is increasing public confidence and trust.

Chief Smith explained that the Obama administration undertook a programme of work with US police forces reporting in May 2015". This considered six pillars of work:

- Building trust and legitimacy
- Policy and oversight
- Technology and social media

- Community policing and crime reduction
- Training and education
- Officer wellness and safety

Chief Smith reflected on the enduring importance of fairness and legitimacy. The approach of the new administration to immigration issues may present challenges in this regard if the police are drawn into enforcement. A discussion then explored issues of consistency in US policing, the involvement of politicians in the American policing landscape, and the shared need for public support for police services.

## 5. STANDING ITEMS

### 5.1. Chair's Update

The Chair reported that she had recently met with the Home Secretary, the Police Minister and the Shadow Home Secretary. She referred to the content of the Queen's Speech and highlighted domestic abuse and judicial reform proposals as areas of note.

The Chair updated chiefs on the engagement plans with HMIC. She confirmed the HMIC Liaison Panel's terms of reference have been agreed and the meetings will start in September this year.

Simon Edens is the NPCC lead for HMIC engagement and he would raise issues on behalf of chiefs if passed relevant feedback. Several chiefs had volunteered to be on the panel and if others wish to be involved they should contact Simon Edens.

The Chair also updated chiefs on ongoing research with colleagues who have retired which touches on their relationship with HMIC.

**Action:** Richard Hampson to re-circulate the HMIC Liaison Panel ToR to chiefs and place on ChiefsNet.

There will be a joint meeting of the NPCC, College of Policing, CPOSA and the Home Office to review progress against the recommendations in the chief officers' survey published in February.

Andy Cooke is chasing those forces who have not yet contributed to the UCPI coordination team.

Simon Bailey provided an update on the IICSA internet inquiry.

In November 2016, CC Bailey had provided a verbal update to the inquiry on the national police response to this issue. On 26th June, the senior lawyer for the inquiry wrote under the authority of Rule 9 requiring chiefs to respond to 43 different strands within the inquiry. CC Bailey explained some of the information required is complex, time-intensive and that he has been requested to provide evidence as the lead for the NPCC. Forces are required to respond by the 4th of August. The inquiry is looking for information relating to law enforcement tactics, strategic issues and activity of ROCUs. Simon Bailey said the deadline is going to be very challenging and he has negotiated an extension to Friday 6th October.

CC Bailey proposed to share a spreadsheet with chiefs by the end of the week indicating those

questions he thinks could be answered by 4th August, and then to look at collectively answering the other questions by the extended deadline. The response is subject to approval from chiefs.

The inquiry will want to hear evidence from a number of representative forces to give evidence including the MPS. Chiefs were asked to volunteer to participate.

The following questions were raised:

- There was a question on core participant status and this is to be confirmed.
- Clarification was sought on the protocols for storing the sensitive information.

The Chair thanked CC Bailey for his update and reminded colleagues of the following meetings:

- 18th July joint summit with the Police and Crime Commissioners
- Chief officer briefing day on 25th September
- Main APCC/NPCC Conference on 1st & 2nd November

## **5.2 Regional papers**

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

### **5.2.1 Pre-Charge Bail Update**

This paper was supported. Simon Byrne as lead of the Criminal Justice Coordination Committee should work with the College of Policing to keep this under review.

### **5.2.2 National Vulnerability Action Plan**

This paper was withdrawn based on the regional feedback received and will be resubmitted to the October Council meeting.

**Action:** NPCC team to place the vulnerability action plan on the October Council agenda.

### **5.2.3 Stop and Search**

The paper was noted, including feedback from the North West, North East and London regions. The majority of chiefs wanted further discussion about the development of stop and search policy.

Alec Wood confirmed the NPCC lead (Adrian Hanstock) was in regular discussion with the HMIC and the Home Office. Alec Wood agreed to speak with the NPCC lead on the concerns raised by the regions and formulate a paper to a future meeting. Chiefs agreed that a further discussion at a future Council meeting would allow further debate.

**Action:** Adrian Hanstock to contact the regions and work with Alec Wood on a paper for wider discussion at the October Council meeting.

### **5.2.4 S.163 Traffic Stops Update**

This paper is linked to the previous proposal on stop and search and it was agreed that this paper should be noted and await the pilot evaluation with forces.

### **5.2.5 National Volunteer Police Cadets**

This paper was supported and it was agreed that a further proposal be produced outlining how responsibility would be transferred to the NVP cadets' charity and what funding contribution will be required by forces. Council noted the direction of travel and agreed a further paper should be presented at the October Council meeting once PCCs had been consulted.

**Action:** Shaun Sawyer to present a further paper outlining how responsibility would be transferred to the NVP cadets' charity and what funding contribution will be required by forces.

#### **5.2.6 Force Management Statements**

Simon Eden confirmed the outcomes from the pilots were yet to be published. The guidance KPMG has produced is yet to be published. He confirmed that HMIC are very focused on the use of annual force management statements. Simon Edens agreed to use comments from the regions to inform future discussions with HMIC.

The paper was noted and agreement of the outlined proposals would be undertaken through the Performance Management Coordination Committee noting all regional feedback.

#### **5.2.7 Landscape Mapping Update**

This paper was supported. The Chair said nine roadshows to forces were undertaken and a second cycle of roadshows will commence in September 2017 providing demonstrations on the capabilities that are being developed.

#### **5.2.8 Police Fire Collaboration Update**

This paper was noted and Simon Edens provided an update on three key points from the regional responses:

- Bringing together the Mercury system and fire service's equivalent Emergency Support System (ESS). At this time both systems perform different functions but work well in parallel and a solution could be so expensive as to outweigh any potential benefits. The recommendation is not to progress with this due to other priorities within the work.
- Procurement – The fire service have an equivalent and similar approach to the police's Common Law Enforcement Procurement (CLEP). Both services have existing leads who might be the best representatives on any joint procurement. Simon Edens agreed seek clarity on whether the CLEP leads can represent both organisations jointly.
- CoBR Representation - NPoCC regularly provide representation on behalf of the police service at CoBR. It has been jointly agreed that NPoCC will also provide this function and represent the interests of the National Fire Chiefs Council (NFCC) where fire service involvement in the matter had been limited. There was a concern expressed that NPoCC should work within its area of expertise and care should be taken when representing other agencies.

**Action:** Simon Edens to seek clarity with Lynda McMullen (MPS) on whether the CLEP leads can represent both organisations jointly.

#### **5.2.9 Police and Ambulance Demand**

The paper was supported, including the recommendation to include NSIR closure codes. Simon Cole informed chiefs that the Independent Police Complaints Commission (IPCC) have agreed to revise guidance on operational risk and asked chiefs to keep collecting the required data.

#### **5.2.10 Complaints from the use of Schedule 7 Terrorism Act 2000**

The paper was supported and Craig Guildford informed chiefs that a revised version of the guidance has been circulated which included consultation and changes made by NCTPHQ.

#### **5.2.11 NLEDS Update**

The paper was noted and a discussion was held with all chiefs on the financial implications and extended timescales relating to NLEDS. Ian Dyson agreed to give clarity on anticipated costs to forces and manage force expectations once this data was ready to be shared. All force user requirements were being considered by the reference group and further updates would be brought back to a future Council meeting for discussion.

#### **5.2.12 Independent Review of Deaths and Incidents in Police Custody**

The paper was supported. Nick Ephgrave confirmed that work was now focused on the 39 recommendations from the report which relate directly to policing. The College are liaising with the national leads to implement training and standards from the recommendations. Cost implications upon forces were being reviewed.

#### **5.2.13 Wellbeing Support for Policing**

The paper was noted and the majority of regions were happy to support in principle the proposal for funding set out in the paper. Chiefs requested a more detailed breakdown of costs and pro rata calculations before final sign off.

#### **5.2.14 Modern Slavery Policing Update**

The paper was supported by all regions.

#### **5.2.15 National Enabling Programmes (NEP)**

The paper was supported by all regions for this programme of work along with the commitment in principle to allow funding and transition to the new platform offered by NEP from March 2018. Ian Dyson agreed to write to forces to provide an overview of costs incurred by forces using their current systems and the savings they will make on the new platform.

#### **5.2.16 Undercover online for Vulnerability PTF Uplift**

The paper was supported. Simon Bailey provided clarity on issues raised on primacy and ownership over an investigation in which the suspect/offender resides. A discussion was held on the investigative ownership and what the likely uplift in demand would be on forces. Finance to support the implementation of UCOL was being progressed through the Police Transformation Fund (PTF) process.

### **5.3 Delivery plan 16/17 update**

Tim Metcalfe updated chiefs on the structure and format of the 2017/18 NPCC delivery plan and explained that the NPCC central office were working with coordination committees to create more outcome focused, measurable objectives to allow clear and more transparent reporting of progress. This was a specific request made by the Audit and Assurance Board. Chiefs were asked to note that the objectives had been mapped to both the five strands of the reform programme and to the eight outcomes of the Policing Vision 2025. Chiefs noted the update.

### **5.4. College of Policing update**

Alex Marshall thanked colleagues who had supported him over the last four and a half years. For the benefit of members new to Council, he described his update in terms of the work of the Professional Committee, the College of Policing Board (the Board) and the work of the Professional Community Chairs and confirmed how chief constables are represented on each. Ian Hopkins had been nominated as the chief constable on the Board; this is subject to approval from the Home Secretary.

Chiefs were invited to refer to the paper on the May Professional Committee and a verbal update was given on the latest meeting (5 July 2017):

- Update from HMIC on PEEL Effectiveness Report. Members requested that HMIC were explicit about which standards would be inspected against prior to an inspection. The influence that HMIC Expert Reference Groups have on which standards forces are inspected against was noted.
- Professional Committee supported the College in maintaining its position for the time being on believing victims following recommendations in the Henriques report.
- Professional profiles for the police constable, PCSO and sergeant roles have gone out for a four-week consultation. Chiefs were encouraged to review and comment on these.
- The Metropolitan Police Service position on rank structure has been confirmed and will come into line with the national work.
- The Board discussed the appointment of a new CEO (a recommendation was being made to the Home Secretary) and the new Chair (the process has now resumed following Purdah restrictions).
- Items discussed at Professional Committee that will be further discussed by Council will include changes to the Strategic Command Course (SCC) and Senior Police National Assessment Centre (SPNAC); review of extending the licence on Conducted Energy Devices (CEDs) to probationers; PTF bids and Police Education and Qualification Framework (PEQF) financial modelling.

Alex Marshall confirmed the apprenticeship schemes for PCs and PCSOs had been approved, funding levels agreed, and the curriculum for PCs published. These are the only schemes available to forces as there can be only one standard per role/profession nationally. Some forces are ready to proceed and keen to recover their levy, others need a slower pace to put arrangements in place with higher education providers and to understand the cost and practical implications. There was some concern that police staff apprenticeships standards (set by the relevant professional body, not the College) vary in terms of quality and pay and reward across forces.

The chair thanked Alex Marshall for his update, which was noted by chief constables.

## **6. COUNTER TERRORISM BRIEFING - closed**

- 6.1. Presentation from Mark Rowley (closed)
- 6.2. Armed Policing Debate paper (Alec Wood) - closed

### 6.3. Probationers' use of CEDs (Alex Marshall)

Alex Marshall explained that the College was seeking to amend existing guidance to allow suitably qualified probationary officers to be trained and authorized to carry conducted energy devices (CED).

Chiefs welcomed this development and discussed the benefits of a consistent approach to the authorization and carriage of CED. It was noted that comparative data on the issuing of CED within forces would be helpful in further informing the discussion.

The College of Policing was requested to consider the use of CED by special constables as well as probationers.

**Action:** College of Policing to consider the use of CED by special constables.

**Action:** Lucy D'Orsi to provide force-by-force CED data, together with any supporting rationale.

### 6.4 NPoCC Resourcing paper / Impact of non-recent investigations (Chris Shead)

The paper on non-recent investigations outlined the extent of resources allocated. There are particular challenges associated with the imprecise timescales of such investigations, and the associated demand is likely to continue growing.

There had been a partial activation of Operation Temperer following the move to "critical" and this had generally gone well. There were some understandable communication issues at the outset but forces were grateful for the assets deployed.

In recent months NPoCC had deployed significant mutual aid resources with only a couple of requests having to be declined.

Exercise Breaking Point has been employed to test our mobilization resilience. Whilst the absolute numbers were available across the country the PSU commitment would not have been immediately met in real terms. Further exercises will be conducted.

## 7. CURRENT AND PROJECTED SUMMER DEMAND

The Chair offered the opportunity for chiefs to reflect informally on current demand and capacity. Simon Edens stated that forces had experienced an increase in demand earlier than the usual summer uplift.

Sara Thornton led on a discussion on the impact of the increased demand on capacity and what the service is doing in terms of surplus capacity, proactivity and discretionary effort.

**Action:** Ben Gasson to send out the presentation to all forces.

Chiefs welcomed the discussion on current demand, the impact on capacity and accepted that this should be further developed at a national level to provide real-time indicators. Chiefs suggested areas that they felt would be useful to capture. Chiefs discussed the need for this information also to be shared with the Home Office to inform their decision-making.

Chiefs reflected on the ability of forces to continue responding to this level of increased demand.

**Action:** Alex Marshall to request the College work with PMCC to update the demand work with the incoming demand data and refresh the ongoing demand (to include historic investigations).

**Action:** Simon Edens to consider the relevant measures that can be used to explore the current demand on the service and to establish a mechanism for obtaining this.

**Action:** Simon Cole to provide to provide BT call data.

**Action:** Amanda Blakeman to provide amount of time spent on 999 calls.

## 8. NPCC FINANCE COORDINATION COMMITTEE UPDATE - closed

## 9. DATA PROTECTION REFORM – GENERAL DATA PROTECTION REGULATION & THE DIRECTIVE

A briefing on the forthcoming data protection reform and framework changes was given. Changes are due to be implemented in forces as a result of the European Union (EU) general data protection regulation and directive once it is enacted and comes into force. The framework applies specific obligations for the service including:

- Reporting data security breaches.
- Transferring data across borders.
- Broader and deeper accountability for how the service processes data.
- Responsibility for the service to manage individuals' personal data properly under this greater regulation.

Forces would be required to alter current data protection processes in place to be ready by May 2018. Changes would include revision to force policies and procedures, training, and required improvements in records management and IT development. Cmsr Dyson informed chiefs the police service was well placed to meet this challenge of implementation as many of the changes build on the good practice which forces already have.

The Information Commissioner's Office (ICO) has created a specific section on their website devoted to data protection reform and has published an overview of the regulation – 12 Steps To Take Now - and Cmsr Dyson encouraged all chiefs to highlight this document to their data protection and information management leads. The Information Commissioner is expected to write to all chiefs on the changes of law coming into effect.

Cmsr Dyson concluded by acknowledging that there was significant work to be done to fully understand the implications for police business and there would need to be organisational and cultural change to address the new obligations. A data protection reform working group comprising of leads from all forces has been established to lead on this for the service and ensure a consistent approach is adopted. Cmsr Dyson agreed to continue writing to chiefs and provide an update once the working group had completed the detailed self-assessment toolkit and implementation plan, which is underway to help forces understand the requirements.

CC Marshall confirmed the College were reviewing and updating current Authorised Professional

Practice (APP) for data protection.

All chiefs agreed all next steps and the recommendations within the paper.

### **Day 1 End**

**Day 2 09:00-13:00**

**13 July 2017 - Buckinghamshire**

#### **10. SENIOR PNAC AND THE REVIEW OF THE STRATEGIC COMMAND COURSE**

Helen Ball updated chief constables on the progress of fast track actions and the review of SPNAC and the SCC. Debbie Simpson sought views from chiefs on the content of the SCC.

Progress with underrepresented groups was encouraging with good attendance at targeted events and 97% saying they would be likely to consider the SCC. These workshops will be developed into webinars, the content of which will remain available online. Applications close for October assessment at the end of July. This will indicate whether more candidates have been attracted.

In anticipation of higher demand and to make the process more routine, there will be two SPNACs in 2018. A greater time period between SPNAC and SCC will allow those with development needs to address them and to allow candidates more time to make domestic arrangements. Accreditation for the next SCC will be at Level 7 and work is ongoing to accredit it at Level 8 in the future.

The review will continue to focus on the purpose and effectiveness of SPNAC and SCC and whether it is fit for purpose, attracting the right pipeline of talent internally and externally and ensuring relevant CPD.

CC Simpson briefly described the format for the 2018 SCC, which will take place in two modules separated by a two-week break in February/March 2018. Chiefs were asked to contribute to the themes, content and approach of the course by way of a questionnaire that was provided.

Chiefs debated a number of points:

- There is latent demand from police staff that needs to be converted into applications.
- UK-wide leadership training needs to be relevant to the requirements of all forces across UK as well as the other agencies targeted to attend.
- Chiefs discussed the differing levels of support and investment given to candidates and questioned whether the lack of consistency was fair. The process is viewed as competitive and some candidates are seeking consulting and coaching support to gain a competitive advantage. The College position is that coaching (particularly exercise-specific coaching) should not be required. The Chair supported the position of the College and indicated there was no evidence to suggest that it was effective (whilst recognising the benefit of general leadership coaching). Alex Marshall stressed that leadership coaching and mentoring, including paid-for, is important for leadership development and the College can support its members to access this.

- The process after SCC was debated and there was some concern that the way the marketplace operates may not be effective. The field of applicants is narrow and competition for candidates is creating competition between forces and putting pressure on candidates. The College and SCC would prefer to see a more even spread of vacancies being advertised as they arise and to make the process more open and transparent. Alex Marshall noted this is a challenge that requires a fundamental shift in practice.

The chair thanked Helen Ball and Debbie Simpson for their good work. Chief constables noted the need to actively promote applications for SPNAC and to contribute to the development of 2018 SCC with ideas on content and approach.

## **11. WORKFORCE – INVESTING IN PROFESSIONAL DEVELOPMENT**

Alex Marshall reflected on the positive change in style and culture in Chief Constables' Council over the nine years he had been attending Council and noted that during that time the issue of resource had dominated discussions. He acknowledged that the current challenges and pace of change, both in demand and political environment, made this the most challenging time to be a leader in policing.

He emphasised the need to invest in the current workforce and the obligation to do so. He described PEQF as a thorough and thoughtful way of raising skill levels, including at the entry points.

The degree apprenticeship is an effective way of capturing people with the right values and culture (even without a degree or being unable to afford university) which will allow recruitment from an even broader base than previously. He noted progress on developing the PC and PCSO apprenticeship schemes and that work was ongoing to provide options for pay for apprentices. He accepted there may be potential challenges running the new scheme alongside the existing scheme and offered College support on this.

The College has the legal power to set qualification criteria and CPD and so, alongside regulations and Codes of Practice, they are able to continue to implement the Licence to Practise without legislation. A general Licence to Practise in policing on completion of probation, however, is now not likely to happen.

Professional role profiles for most ranks and roles are out for consultation and the College will continue to consult with chiefs over the chief constable role. Chiefs were encouraged to contribute to ensure the profiles most accurately reflect what the service expects from the roles.

The PEQF financial modelling presented provides a means of understanding financial choices and can be used to model the financial implications of the three entry routes to individual forces.

Various PTF bids had been submitted on behalf of forces by the College as lead for the Workforce strand on the PRTB. These include a bid for funds for PCCs and chiefs to make an investment in the existing workforce through accrediting prior learning and the option to complete qualifications.

A discussion followed:

- Chief constable profile wording is not consistent with the policing protocol and needs reviewing.
- The Federation has expressed a view that the implementation of PEQF should be all or nothing in terms of transition from the old to the new schemes. Chiefs felt it was important they had the flexibility to run them side-by-side.
- The requirement for superintendents and existing chief officers to be qualified to Level 7 (masters) by 2022 was debated. Officers without a level 7 qualification will not be eligible for SCC from 2022. Alex Marshall noted that the accreditation of prior learning would help to rectify this but that officers would still be required to complete the learning (at a cost to the force or officer), hence the PTF bid to support them. There are also implications on abstraction levels that need to be considered.
- Concern was raised about the need for current chief officers to obtain a level 7 qualification prior to any further promotion after 2022.
- Chiefs raised a general concern about affordability and feasibility.
- Francis Habgood suggested the College work with Higher Education providers to accredit nationally delivered programmes enabling those in transition gaps to plan in the next five years.

**Action:** The College and Workforce Coordination Committee to create a plan for transition to PEQF for the October 2017 Council meeting, including further detail regarding cost and abstraction.

Chiefs noted the update on the PEQF, Professional Role Profiles and Licence to Practise. They noted the indicative costing models and timescales for PEQF and on the chief constable role profile.

The Chair thanked Alex Marshall for his clear position and leadership within the College. She commented that he had managed the natural and proper tensions in the relationship well and chiefs appreciate the honest way he had dealt with this. She wished him well in his new role.

## **12. DIRECT ENTRY TO CHIEF CONSTABLE**

The Chair introduced the opportunity for Council to debate the issue of direct entry chief constables. The Minister had written to chief constables indicating there were no current plans to legislate to remove s.50 (the requirement for a chief constable to have served as a constable). It also acknowledged that s.50 only applies to chief constables and direct entry could be considered at ACC and DCC level for suitable candidates from other law enforcement agencies or relevant backgrounds.

Chiefs shared the Home Office's concerns about the number of chief officer and chief constable applicants. They felt with proper planning and consideration direct entry at ACC level could present an opportunity. They recognised the need to develop engagement with those in wider law enforcement agencies.

Chiefs identified a need to look at whether the current direct entry superintendent and inspector schemes are providing the intended return and to consider other complementary options such as developing existing officer skills and secondments to other organisations to gain experience. Uptake of the 16 successful candidates from the direct entry superintendent scheme has been

low with only six having secured a position in force. Diversity was also an issue, with no BME candidates and only 25% female representation considered under-representative.

The Chair urged chiefs to read the letter from the Minister and for those forces who had joined the direct entry scheme to look carefully at taking the successful candidates.

**Action:** The College to work with Workforce Coordination Committee to consider how to widen the number of applicants at ACC level from other law enforcement and relevant backgrounds.

### **13. PERSONAL RESILIENCE SURVEY**

The Chair highlighted the concern amongst chiefs for the health and wellbeing of officers and felt it was important to bring the surveys together in the council forum.

#### **Police Superintendents' Association of England and Wales**

Dan Murphy and Ian Wylie presented the results of the survey conducted between November 2016 and January 2017. They expressed a desire to work with chief officers and encouraged them to meet with their branches to review the force level results.

The survey has highlighted the increase in demand coupled with a 25% reduction in numbers since 2010 and that this is increasing the levels of stress and anxiety. This is at levels significantly higher than the general population. Wellbeing is being affected by a lack of downtime to recover which could impact on effectiveness and efficiency.

Chiefs were asked to consider providing superintendents with greater control and flexibility, to provide more supportive management and encourage vital rest and recovery time. Chiefs were asked to consider a number of recommendations to support the officers in superintendent ranks. Chiefs were supportive of the work and agreed that it was a useful tool. The shared learning is very helpful and there are small things that can make a significant difference. They would like to work with PSAEW to address this.

The subsequent discussion raised a number of points relating to culture and leadership and chiefs were supportive of suggestions of annual health screening and wellbeing checks. The Chair thanked the association for their work and reflected that chiefs were supportive of the shared approach. She urged chiefs to engage with their local branches to discuss their own results.

#### **Police Federation of England and Wales**

Che Donald and Dr. Joan Donnelly presented the findings of a survey into the relationship between demand and capacity and the impact this has on officer welfare and performance. The survey looked at the psychological and physiological profile in relation to the general population and whether this bore any relation to increased demand and capacity. The survey also examined how officers perceived the stress in their job and the related issues of anxiety and morale as well as their ability to perform to the standard they would like to. Some officers felt there were physical impacts related to demand and capacity.

The Federation asked the chiefs to engage and participate in workshops that would include wider stakeholders from across the service (MPs, PCCs etc.) to look at the data and formulate recommendations to address issues and concerns.

Chiefs recognised the increased demand and impact on capacity and were generally supportive of the approach. There was support for good data and the need for it to be accurate and they noted how this could affect public confidence. The potential impact of new initiatives such as professionalisation and digitisation on the welfare of the workforce were noted. A number of chiefs offered to participate in the workshops and indicated that they would like to engage further and look at the data in more detail.

The Chair thanked the Federation and welcomed the work.

**Action:** NPCC central office to make the full report available on ChiefsNet.

#### **14. LEADERSHIP AND LEARNING**

The Chair briefly summarised the paper under the following headings:

- Building a learning culture
- Performance and misconduct
- Peer review and support development
- Organisational learning and development

The Chair explained that the College of Policing, Giles York and Andy Rhodes have played an important role in shaping the learning culture strand. Importantly this strand is making sure that the learning is embedded into the operational activity.

Martin Jelley has been leading on the performance and misconduct strand and the Chair emphasised the importance of developing an understanding of the boundaries between performance issues and misconduct issues.

The last strand is organisational learning, the College of Policing is leading on the majority of this work and there is also a futures scanning group.

The Chair said there is an awareness of the technology platforms holding information but a need to be more dynamic. Finally, that there is a steering group to ensure that there is an external contribution that can assist in developing a comprehensive overall approach.

The Chair asked chiefs if they had any questions and the following points were made:

- The feedback to the policing minister could have included examples of this work on learning
- The changes in the Home Office and the IPCC may have implications for learning approach and plans that we are adopting.

The Chair asked for any chiefs who would like to be involved with this work to let her know.

**15. UNITED KINGDOM PROTECTED PERSONS SERVICE - closed**

**16. EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME (ESMCP) – GATEWAY REVIEW REPORT - closed**

**17. POLICE REFORM**

The Chair summarised the Reform Board timeline and said that in April the board met and discussed change management issues and the delivery of Vision 2025. In May the PTF bids were discussed and recommendations made to ministers. The results are awaited. In June the Enabling Services Programme outline business was supported

As a result of feedback from last Chiefs' Council and the PCCs meetings, the dedicated leadership proposal was removed but the other approaches will be piloted.

Giles York explained that the Digital First strand has attracted large scale funding and will prevent forces duplicating their efforts. Within the strand there is the digital evidence transfer service which chiefs signed up to last year. The second area is digital case file allowing better case management and transfer of data to the rest of the criminal justice service. The next area is two-way interface and this is being rolled out with about 10-15 forces having this capability.

Simon Cole presented the digital public contact strand and made the following points:

- He reiterated the frustration about funds being released to progress the programme.
- He said that chiefs should all have received a communication with responses to the feedback on the single on line home.
- The transactional services area i.e. as having the ability to pay online is waiting for further funds to be allocated to this.
- Social media contact channel is looking to understand what works for both the public and policing and then scale this up at a national level.

The Chair briefly outlined the digital investigation and intelligence model strand and said that the target operating model is being trialled and the next steps are to identify what the skills and technology requirements to deliver this.

Chiefs were supportive of this work and said they would like more information on the digital investigation work and to see the cost to forces.

**18. ANY OTHER BUSINESS**

CC Jones informed Council that the National Rural Crime network's manifesto would be launched on 17th July at parliament.

The Chair requested all chief officers consider volunteering to be the NPCC lead for Knife Crime.

CC Bailey informed all chiefs that a lead had been identified for the so-called Honour based Violence and Female Genital Mutilation working group and an update would be published soon via ChiefsNet confirming which chief officer had taken on the role.

**Action:** Update to be circulated via ChiefsNet on details of new HBV / FGM lead.

Gareth Wilson confirmed the NPCC Race and Religion Portfolio within the EDHR coordination committee was still vacant and encouraged all chief officers to consider volunteering to take on this national role.

Sara Glen informed chiefs of the ongoing work with Crown Prosecution Service Direct (CPSD) who provide charging decisions to all police forces across England and Wales. Kate Brown is now the national lead for CPSD and was working with CPSD on improving call-handling times for officers seeking advice on charging. A communication was being issued today to all forces.

Andy Cooke reminded chiefs about claims for undercover overtime expenses for officers. Alan Pughsley as national lead would write to all forces providing instructions on the next best steps to take.

**Action:** CC Pughsley to write to all forces on undercover overtime expenses for officers.

The Chief Officers Conference/Reform Summit will take place on 18th July at the Emmanuel Centre in London.

The next Chief Officers' Day (COD) will be taking place on 25th September.

The Police Bravery Awards is taking place this evening and the Chair encouraged all to attend.

**DATE OF NEXT MEETING**

The next meeting will be held on 18-19 October 2017.