

## Chief Constables' Council Minutes

Wednesday 11 – Thursday 12 July 2018, London

**Security classification:** Official  
**Authors:** Susan Paterson, Richard Hampson, Ben Gasson and Richard Cooper  
**Force/organisation:** National Police Chiefs' Council (NPCC)  
**Date created** 17 July 2018

### Attendees

CC Sara Thornton	NPCC Chair
DCC Sarah Crew	Avon and Somerset
CC Alec Wood	Cambridgeshire
A/CC Janette McCormick	Cheshire
Commissioner Ian Dyson	City of London
CC Mike Veale	Cleveland
DCC Mark Webster	Cumbria
CC Peter Goodman	Derbyshire
CC Shaun Sawyer	Devon and Cornwall
CC James Vaughan	Dorset
CC Mike Barton	Durham
DCC Darren Davies	Dyfed-Powys
CC Stephen Kavanagh	Essex
CC Rod Hansen	Gloucestershire
DCC Ian Pilling	Greater Manchester
ACC Rhiannon Kirk	Gwent
DCC Sara Glen	Hampshire
CC Charlie Hall	Hertfordshire
DCC Chris Rowley	Humberside
CC Andrew Rhodes	Lancashire
CC Simon Cole	Leicestershire
DCC Craig Naylor	Lincolnshire
CC Andy Cooke	Merseyside
Cmsr Cressida Dick	Metropolitan Police Service
AC Neil Basu	Metropolitan Police Service
AC Helen Ball	Metropolitan Police Service
AC Martin Hewitt	Metropolitan Police Service
CC Mark Polin	North Wales
CC Simon Edens	Northamptonshire



CC Craig Guildford  
CC Winton Keenan  
T/CC Lisa Winward  
CC Matt Jukes  
CC Stephen Watson  
CC Gareth Morgan  
CC Gareth Wilson  
CC Nicholas Ephgrave  
ACC Jeremy Burton  
CC Giles York  
CC Francis Habgood  
CC Martin Jelley  
ACC Martin Evans  
CC David Thompson  
CC Dee Collins  
T/CC Keir Pritchard  
CC Paul Crowther  
DG Lynne Owens  
ACC Mark Hamilton  
DCC Mike Colbourne  
Rachel Tuffin  
CC Mike Griffiths  
T/CC Iain Livingstone  
CC Andy Adams  
Col Scott Meredith  
ACC Chris Shead  
Stephen Reid

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

**In attendance for specific items**

Joanna Davinson  
Bryan Clark  
Stephen Webb  
DAC Richard Martin  
Elizabeth Denham  
Steve Wright  
Abby Turner  
Jennifer Brown  
Ben Priestley  
Christophe Prince

Home Office  
Home Office  
Home Office  
Metropolitan Police Service  
UK Information Commissioner (ICO)  
Senior Policy Officer (ICO)  
Derbyshire Constabulary  
Professor – London School of Economics (LSE)  
Unison  
Home Office

Michael Lockwood  
Sue Southern  
Nina Cope  
Steve Rodhouse  
Jo Ashworth

Director General, Independent Office for Police Conduct (IOPC)  
National Crime Agency  
National Crime Agency  
National Crime Agency  
Director, Transforming Forensics Programme

**In attendance**

Louis Dekmar  
Richard Smith  
Jonathan Witt  
Martin Green  
Oliver Cattermole  
Supt. Richard Cooper  
Insp. Ben Gasson  
Nicola Growcott  
Richard Hampson  
Susan Paterson  
Sherry Traquair  
Chris Taylor  
Christian Bace

President, International Association of Chief Police Officers  
Vice President, International Association of Chief Police Officers  
City of London Police  
City of London Police  
College of Policing  
NPCC Chief of Staff  
NPCC Staff Officer  
NPCC Communications Manager  
NPCC Business Officer  
NPCC Business Manager  
NPCC FOI and Decision Maker  
NPCC CT Communications Officer  
NPCC Digital Communications Officer

09:00-18:00, 11 July 2018, London  
**OPEN SESSION**

## **1. ATTENDANCE AND APOLOGIES**

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

Andy Marsh – Avon and Somerset Constabulary  
Mike Cunningham – College of Policing  
Mark Collins – Dyfed-Powys Police  
Ian Hopkins – Greater Manchester Police  
Julian Williams – Gwent Police  
Lee Freeman – Humberside Police  
Alan Pughsley – Kent Police  
Patricia Gallan – Metropolitan Police Service  
Rob Beckley – Metropolitan Police Service  
George Hamilton – Police Service of Northern Ireland

## **2. MINUTES**

The minutes of the previous meeting held on 18-19 April 2018 were agreed.

## **3. MATTERS ARISING**

**Action item** number 4.1 (24 January 18): Martin Jelley confirmed the guidance on appropriate personal relationships and behaviours in the workplace has now been sent for review by Counsel to ensure compliance with the Human Rights Act and employment law. A paper will now be submitted to the October Council meeting.

**Action item** number 4.3.2 (18 April 18): Simon Edens recapped on issues raised by police and fire leaders. There is no immediate consideration of a single chief being appointed and work on a memorandum of understanding will cease.

**Action item** number 4.3.13 (18 April 18): Work has commenced and the intention is to present a draft paper on speed enforcement to the NPCC operations coordination committee in September and subject to endorsement this will then progress to the October Council meeting. A number of key stakeholders

and partners have been engaged. Any proposed recalibration of current speed thresholds would need to accommodate changes to operational and back office practices.

#### **4. STANDING ITEMS**

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

The Chair summarised the current intense operational pressures and invited ACC Chris Shead, lead for the National Police Coordination Centre (NPoCC) to update chiefs on the current mobilisation work taking place to support the visit of the President of the United States. There are a number of planned protests set to take place across the country during the presidential visit, with the largest expected in London on 13<sup>th</sup> July and ACC Shead provided an overview of the expected capacity of resources required to manage these events.

Officers' rest days were discussed and have been cancelled with many expected to be working extended 12-hour shifts. Demand on policing is particularly high across the UK, with forces working to balance policing this visit and any associated protests with minimising the impact upon local policing services.

Matt Jukes updated chiefs on the Thomas Commission on Justice in Wales, set up by the first Minister to review the operation of the justice system in Wales and its long term future. The commission will focus on criminal justice and policing and several other administrative justice areas reviewed under the new devolution settlement in the Wales Act 2017. South Wales Police have given evidence to the commission and it is expected the final report will be released in October 2019. Matt Jukes is liaising with Nick Ephgrave as Chair of the NPCC criminal justice coordination committee and other NPCC portfolios to help contribute to the commission.

The Chair reported on meeting the new Home Secretary Sajid Javid since his appointment and discussed two important areas of work: the police submission for the next government spending review and the vital importance of making an evidence-based case, and police readiness for Brexit including work to prepare for a no-deal scenario. The Chair invited the Home Secretary to speak at a future Council meeting.

The Chair had also met with Sir Tom Winsor, HMICFRS to discuss the current progress on force management statements (FMS). Those forces who have not yet shared their FMS with Bill Skelly were encouraged to do so.

As of March 2019, the current Chair of the NPCC will step down. Under the provisions of the NPCC collaboration agreement, the Chair has served the maximum period and as such this role will be advertised for any chief constable to apply. The Chair explained that chiefs who are interested in

applying should have a discussion with a member of the NPCC Performance Committee led by Olivia Pinkney for information on the process for expressions of interest.

The Chair welcomed visitors to Council and congratulated the following on receiving honours and recently appointed chiefs on their new positions:

CC Dee Collins – CBE  
CC Mark Polin – OBE  
CC Steve Kavanagh – QPM  
AC Alistair Sutherland – QPM

Andy Adams appointed Chief Constable for the Ministry of Defence Police  
Ben-Julian Harrington will become Chief Constable of Essex Police in October 2018  
Charlie Hall has been appointed Chair of the NPCC Operations Coordination Committee  
Bill Skelly has been appointed Chair of the NPCC Performance Management Coordination Committee  
Nick Ephgrave has become permanent Chair of the NPCC Criminal Justice Coordination Committee  
Andy Marsh has been re-appointed as Chair of the NPCC International Coordination Committee

The Chair thanked the following chief constables for their hard work and diligent efforts supporting the NPCC over the past three years and wished them a happy retirement:

Steve Kavanagh – Essex Police  
Alec Wood – Cambridgeshire Constabulary  
Simon Edens – Northamptonshire Police  
Patricia Gallan – Metropolitan Police  
Mark Polin – North Wales Police

#### **4.1 Delivery Plan Q1 2018/19 Update**

The Chair introduced the paper containing the Q1 update on progress towards the 2018/19 NPCC Delivery Plan. The paper set out the current position on progress for the objectives. Chiefs noted the update.

#### **4.2 College of Policing Update**

Mike Colbourne introduced his paper and acknowledged the need for prioritisation of workforce transformation initiatives. These priorities are the initial entry routes, the professional development programme, initial recruitment, and advanced practitioner status.

Neighbourhood Policing Guidelines have been finalised and circulated to chief officers and work is now underway to produce supporting materials which will be aimed at force leads.

Mike Colbourne confirmed the College Professional Committee decision to support publication of the chief constables' professional profile for the trial period. All profiles will be reviewed and amended as appropriate following that period. Professional Committee will then be invited to endorse the ten rank profiles.

Chief constables raised concerns regarding the effects of pre-assessment screening for direct entry inspectors which appeared to be disproportionately impacting on candidates from black and minority ethnic backgrounds. It was agreed that the College would review as a matter of urgency.

**Action:** College of Policing to review current pre-assessment process and report back to Chiefs' Council.

Giles York updated chiefs on the Initial Police Learning Development Programme (IPLDP) which is due to expire at the end of next year. A small number of forces have approached the College seeking a possible extension to this deadline. Options are being explored and the College will report back to October Council.

**Action:** The College to report back on the feasibility of an extension to IPLDP at October's Council.

### **4.3 Regional papers**

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

#### **4.3.1 Funding Options for Professionalising Demand Management**

Some regions expressed concerns about how this work fits with the resourcing and funding being considered for the spending review (SR).

The Chair suggested this paper be held and needs to be connected into the SR work which will be covered further in item 13 on the agenda.

**Action:** NPCC Chair to speak with Bill Skelly on how to take this work forward and connect into the SR.

#### **4.3.2 Update on Student Officers to Deploy Conducted Energy Devices (Taser)**

The majority of regions noted the update on the current progression of work carried out to enable police forces to choose to deploy student officers with Tasers. The South West region expressed that this was a community-sensitive tactic and chief officers would need a flexible framework to operate within balancing that sensitivity with the need to meet threat, risk and harm. Alec Wood stated that decisions about Taser deployment will continue to sit with individual chief constables and decisions will be taken based on their assessment of threat, risk and harm.

**Action:** South West region to provide their feedback to the NPCC lead for less lethal weapons, DAC Lucy D’Orsi.

Chiefs supported the paper.

#### **4.3.3 Trans Guidance for the Policing Sector Toolkit**

The guidance aims to help forces support officers and staff who wish to transition, or have transitioned. Gareth Wilson stated that he would speak with the North East region and with London regarding issues they have raised.

The paper was therefore agreed and supported for implementation by the regions.

#### **4.3.4 Volunteer Police Cadets Update**

Chiefs were supportive of the programme and what it had achieved. The programme will engage with forces individually to take this work forward further.

#### **4.3.5 Responding to Online Child Abuse Activists**

Simon Bailey will discuss the issues raised with regions. Chiefs discussed the public perception of activists and the level of operational risk that is linked to their activity. Overall chiefs supported the recommendations within the paper as a holding position but our approach needs to be kept under review.

**Action:** Simon Bailey to work with the London region on their comments.

#### **4.3.6 National Crime Recording Standards (NCRS) and Online Sexual Offence Investigations**

Chiefs discussed comments raised by the North East region but ultimately determined that forces would start recording offences as suggested in the paper.

**Action:** A paper on the broader issue of Crime Data Integrity (CDI) recording will be brought back by Bill Skelly in the October Council meeting.

Chiefs supported the paper.

#### **4.3.7 National Policing Vulnerability Coordination Centre (VCCs) Briefing**



The regions supported the establishment of the capability described but have concerns about the increase in coordination centres and the funding they will require.

All forces agreed to support this paper in principle with a change in terminology to more accurately reflect the proposal from coordination centre to research programme.

**Action:** Simon Bailey to update the paper and terminology to reflect the above decision.

#### **4.3.8 Aviation Update**

An update was provided including legislative plans to prohibit laser strikes on aircraft, plans to develop a business case for replacement helicopters, and the commissioning of an assurance board to provide additional scrutiny as that work progresses. An NPAS funding review working group has been established which will be considering the findings of the Specialist Capabilities Programme Economic Review.

A paper is being developed for the October Council meeting which will include further consideration of drone usage and where such capability fits into governance structures.

**Action:** A further paper supporting the need to articulate the service position and user requirement would be submitted to the October Council meeting.

Chiefs noted the update.

#### **4.3.9 National Police Wellbeing Service**

Andy Rhodes addressed the regions' comments and provided an update on the following areas:

- (Cost) – Costs will need to be met. The main costs to the employer relate to the Occupational Health standards. These standards will be consistent but not overly exacting.
- (Landscape review) – Work is underway to bring the public health evidence base into policing through the Bluelight framework. Several organisations have signed up to this framework so learning is being shared with force leads.
- (Providers) – Currently there are no providers on the expert reference group and providers are not shaping the service proposal.

Chiefs were supportive of the wellbeing focus and raised whether a commercially-secured national shared service approach should be explored. It was agreed that a further paper would come back to Council updating on progress and exploring the shared service approach.

**Action:** A more detailed costed proposal on existing providers and shared services will be prepared for the October Council meeting.

#### **4.3.10 Physical Wellbeing and Sport with the National Wellbeing Strategy**

The paper was agreed and supported for implementation by the regions.

#### **4.3.11 Special Constabulary National Strategy 2018-2023**

**Action:** Simon Cole to write out to forces on regional responses regarding cost and rank structures referred to within the strategy.

The paper was agreed and supported for implementation by the regions.

#### **4.3.12 Undercover Officer Claims - CLOSED**

#### **4.3.13 Digitally Enabled Services HMICFRS Efficiency Recommendations 2017 Update**

A timeline is being put in place to ensure the completion of an ambitious exemplar plan for forces by August 2018, to enable forces to complete their own plans via a template being created by September 2018. Details of the current landscape and framework will form part of the exemplar plan and demonstrate a coordinated approach. Ian Dyson will address the comments from the West Midlands region.

#### **4.3.14 Found Property Recording**

Simon Cole acknowledged that this would be guidance for forces. Chiefs supported the implementation of option 1 from the paper.

#### **4.3.15 Gender based Hate Crime**

The Chair commented there was mixed feedback from the regions on this important issue. Chiefs were asked to consider the case for monitoring gender-based hate crime. Chiefs discussed the points from the paper and ACC Hamilton as NPCC lead for hate crime confirmed that there have been calls for crimes believed to be motivated by misogyny to be recorded as hate crimes. This has been piloted by Nottinghamshire Police over the last two years and chiefs were asked to consider the case for extending this approach for an eighteen-month period across England and Wales to enable further evaluation.

Currently forces in England, Wales and Northern Ireland annually monitor the five strands of hate crime set out in the government statute – race or ethnicity, religion, sexual orientation, disability and transgender identity. Officers record a crime as hate crime if one or more of these protected

characteristics are believed to be a motivating factor. Chiefs agreed that Parliament sets law and there is currently no government statute for treating misogyny in this way.

Further work would also be required to address concerns from the regions that the proposal is not costed and the increase in resourcing and necessary changes to national IT have not been identified. There was a concern that the paper gives the impression that women should be treated as a vulnerable group.

Chiefs did not endorse the proposals but agreed there was a need to review the full evaluation of the Nottinghamshire Police pilot as outlined in the paper and alternative values-based approaches in other forces that don't involve changes to crime recording. The findings of this work will be shared with chiefs and the Home Office for consideration.

#### **4.3.16 Home Office Summary on Charging for Police Services**

Chiefs noted the update.

### **5. HOME OFFICE TECHNOLOGY INCLUDING EMERGENCY SERVICES NETWORK (ESN) - ESN**

Joanna Davinson set out the ambition that the Home Office is data-driven, technologically enabled, and digital by default. It will be engaged with citizens and stakeholders; will operate efficiently and effectively; adapt and innovate; and a better place for people to work. Additionally there are the following four technology portfolios:

- Borders, Immigration & Citizenship
- Policing and Public Protection
- Enablers
- Enterprise services – including biometrics, cyber security, common data platform and standards

Stephen Webb set out the Law Enforcement portfolio of projects:

- Emergency Services Network
- National Biometrics Services
- Law Enforcement Data Services
- National ANPR Services
- Child Abuse Image Database

Each programme has significant benefits but there are challenges due to their scale and ambitious delivery timescales. The Home Office is increasing the level of scrutiny and assurance of the programmes, and this scrutiny will involve chief constables. Stephen Webb emphasised that benefits are not limited to efficiency but will also contribute to improved public protection.

Bryan Clark introduced himself as the new programme director for the emergency services network. His task is to deliver ESN in a reasonable timeframe. He explained that instead of a single timeline for delivery they are going to look at delivering a series of products and deliver value incrementally. The original target date has been delayed but it is considered possible to turn off Airwave by 2022. He stated that strong leadership and early adoption by chief constables could offer strong payback.

Francis Habgood acknowledged that there are better programme structures and levels of engagement both operationally and strategically in relation to ESN. He assured chiefs that their representatives on the Gold Group had been through things in detail.

Chiefs emphasised the need for ongoing assurance that these technologies will work, in particular the ESN critical voice services. User confidence in all the programmes is of vital importance. Joanna Davinson recognised that importance and stressed that the Home Office approach will be one of engagement and collaboration.

## **6. CONTACT MANAGEMENT – LOCAL POLICING**

Simon Cole explained the scale of the challenge in relation to contact management. Forces are experiencing an unprecedented level of calls with a 5% per year growth in 999 calls overall. Abandoned calls are up by 14% and the impact of this 999 demand is also felt in the 101 service. Simon Cole also introduced Dave Jackson, MPS Head of Control Rooms. He advised caution about the way in which forces measure abandoned 999 calls.

Simon Cole set out the reasons for increased pressure on contact management centres including growing demand; the reduced capacity of partners; reduced staffing coupled with increases in staff turnover; use of contact management to assess vulnerability and resolve matters prior to deployment; use of mobile devices/technology; and increased contacts as a result of calls for public vigilance. He added that the original Single Non-Emergency Number (SNEN) was established to be jointly operated by police and partners, but now 101 is rarely (if at all) anything but a police non-emergency number.

He emphasised the need for senior scrutiny of what is happening within contact management centres. Focus is needed on the balance between 999 and 101 and consideration of what constitutes an acceptable time for answering non-emergency contact. CC Cole emphasised the need for forces to work together through the National Contact Management Steering Group (NCMSG) and asked chief constables to ensure the right person attends to represent their force.

He explained that there is a need to agree national analysis and performance data to inform decision making, and a need to agree an updated national strategy. He added that negotiation of the new 101 contract is approximately 18 months away. Chief constables must come to an agreement around what is required as part of that negotiation as there will be some challenging decisions.

There followed a discussion about the feasibility of non-emergency contact being digital by default. Some public services already do this and some PCCs appear to be willing to discuss it.

The discussion moved to demand, and whether it is right that policing continues to deal with so many enquiries in person and what the role of partners is in addressing demand. Some chiefs expressed concern about the very broad mission of policing compared to other public services and the need to review demand with the Government.

The Chair made two recommendations. Firstly, that consideration must be given to what resources are currently allocated to contact management across all forces rather than simply considering the demand alone. Secondly, in respect of demand, there must be a call for evidence from forces about what forces have done to try to manage demand to ensure that best practice is shared.

## **7. FORCE MERGER – DEVON AND CORNWALL AND DORSET POLICE FORCES**

James Vaughan and Shaun Sawyer gave a presentation giving details of the proposed merger between Devon and Cornwall and Dorset.

There are currently a number of successful alliance teams in operational areas as well as in strategic/support functions, and around 25% of staff work for the alliance. However, the alliance has delivered as much as it can do without a more significant change in governance. James Vaughan set out the reasons behind the full merger proposal, based on principles of resilience and transformation. He explained that the outcome will be one chief and one PCC, a new operating model, strengthened accountability, a reduced administrative burden and clearer, quicker decision making.

The chief constables are confident that it is the right choice operationally. Equalisation of council tax is a potential issue, both politically and legislatively. Engagement with the public, partners, and members of staff is ongoing and will continue until August. A full business case will be submitted to the Home Office in October 2018. It is hoped that the Home Office will give an indication of their decision by the end of the year. This timing is critical, not least because of the timing of the PCC election cycle.

Chiefs provided views on both the proposed merger and on the notion of fewer, larger forces. There was general agreement that fewer forces would be sensible from an operational perspective, particularly given the nature of modern demand where the geographical location of a victim becomes less relevant. Some doubts were expressed regarding the scope for savings beyond those achieved through strategic alliance. Some chiefs raised lessons from previous proposed mergers such as the need for strong political will; the danger of underestimating the efficacy of smaller forces; and the complication of council tax harmonisation.

## **8. DATA PROTECTION REFORM**

Elizabeth Denham explained the ICO's viewpoint of current data protection issues for policing with particular emphasis on the use of technology as a critical trust point for the public. Implementation of new technologies for the prevention or detection of crime should not be rushed; consultation and transparency should be prioritized; and effective oversight architecture established. It was suggested that privacy by design is an effective approach to projects that promotes privacy and data protection compliance from the start. Formulating a comprehensive set of such requirements is an essential step in development or procuring a new IT system. The ICO will examine the legality, transparency and ethics of new technologies.

The Commissioner urged all chiefs to ensure effective resources are in place in this area and to work closely with data protection officers (DPO). DPOs must report to the highest relevant management level and the law requires that appropriate resources are provided to allow the role to be completed.

Chiefs agreed policing should consider having a single lead for technology and, given the importance of data protection, a stronger effort to find volunteers for the current IMORCC portfolio vacancies should be made. The Chair urged all chiefs to speak with their chief officer teams about stepping forward to take on these roles.

## **9. BRIEFING ON UNISON/LONDON SCHOOL OF ECONOMICS SEXUAL HARASSMENT SURVEY**

Ben Priestley welcomed the invitation to present the survey of sexual harassment within the workplace and gave a background to the work.

Jennifer Brown then set out the harmful effects both to individuals and to organisations. The survey found that there appeared to be greater incidence of sexual harassment within policing than that generally found in the working environment. She also explained the apparent correlation between workplaces with regressive cultures and higher levels of harassment. The presence of routine verbal harassment is also indicative of more serious behaviour.

Ben Priestley continued that Unison wish to work with the NPCC to root out harassment in the workplace. They seek to develop an action plan based on personal commitment from leaders, refreshed anti-harassment policies, training for supervisors, a review of reporting channels, and regular evaluation of actions.

Chiefs acknowledged the seriousness of the issues reported and offered insights into initiatives within certain forces. The Chair thanked Ben Priestley and Jennifer Brown, welcomed the work ongoing in forces, and invited Julian Williams to work with Unison to produce an overarching plan in response to the issues raised.

**Action:** Julian Williams to work with Unison and Jennifer Brown on the sexual harassment in the workplace action plan.

## **10. THE PERMANENT SECRETARY TO THE HOME OFFICE – SIR PHILIP RUTNAM**

The Permanent Secretary expressed his sincere gratitude for the work of the police service in response to the demands that it is currently facing. He emphasised the need to put the best case forward for investment in policing. This will require an evidence-based plan covering demand, capability and cost. Sir Philip advocated a joint approach in which the Home Office and policing work together and collaborate meaningfully for as long as possible. He emphasised the importance of good planning based on clear objectives. Whilst there is good quantitative evidence of demand, both historically and that which can be easily foreseen, the evidence is not as good in setting out plausible scenarios that we might be facing in future years.

He stated that planning should cover efficiency, demand reduction, and productivity. This should include our relationship with partners; the effective use of the Police Transformation Fund; a strong story for digital innovation; and consideration of pay reform. The sector should consider the capabilities required and how these are structured, as well as the investment needed in enabling programmes that may reduce costs whilst releasing resources. We must develop a compelling narrative for tackling those issues which people really care about, and addressing the root causes of those issues, to establish a truly modern police service.

Chiefs explored the importance of prevention, the link to health services, and what is required from the health system. Chiefs emphasised the acute issues of demand and complexity facing policing, with an expanding mission in a time of austerity. The permanent secretary acknowledged the challenges but maintained that a collective and evidenced case based on the operational benefits of investment is the best way to proceed.

## **11. PAY REFORM – PRINCIPLES AND METHODOLOGY FOR BENCHMARKING**

Francis Habgood set out how work continues apace in respect of pay reform. He summarised the objective: to design a new reward framework that will link pay to competence, skills and contribution so that officers and staff are rewarded fairly for the work that they do. He emphasised to chiefs the importance of maintaining flexibility in police officer deployment within the pay reform principles.

He set out a number of current considerations. These include different bandings of constable pay depending on training and skills; increased reward for increased competence up to a top threshold; and pay being linked to market benchmarking. He also provided an explanation of the 'p' factor which takes note of unique additional pressures compared to those groups used for benchmarking events. Subject to chiefs being content with this direction of travel he will start work with expert consultants to develop the approach and commence some modelling. This will be required to fit in with the spending review preparations. Engagement will take place with staff associations and other stakeholders and a formal consultation is being planned.

Helen Ball noted a concern that for a cost neutral outcome there must be both winners and losers. That will be divisive and so this requires very careful consideration.

Chiefs discussed the role of the 'p' factor and agreed that the private life restrictions and employment status should not be underestimated.

The Chair emphasised the need for chiefs to ensure that those representing them in this process are aware of their views.

## **12. CHIEF CONSTABLE SERVICE ANALYSIS**

The Chair provided a summary of the data trends regarding chief constables' service, and highlighted that the report provides an insight into suggested causes from a sample of people across chiefs, PCCs, HMICFRS, and the Home Office. The recommendations contained within the report are those of the author and would not be considered by Council. Instead she sought views in order to inform upcoming conversations about the issues the work raised with key stakeholders including the College of Policing and PCCs.

Chiefs discussed the range of points raised within the data analysis and the comments from contributors. They agreed that there were significant points and concerns that required consideration. Chiefs reflected on the importance of the operationally independent constitutional role of chief constable within the context of Parliament's will for locally elected commissioners with independent powers. It was suggested that the report's findings should be considered alongside other relevant sources of information such as schemes of consent and delegation, the policing protocol order, the College chief officer appointment survey, and the Chief Police Officer Staff Association resilience survey. They also sought to identify the most appropriate means to progress further discussion of the issues with other stakeholders, with broad engagement being preferred.

The Chair summarised that three key points had emerged that she would take forward. Firstly that the report raises important issues that should be examined further. Secondly that she, with the NPCC Vice-Chairs and the Chair of National Chief Police Officers' Association, would consider the findings of the report with those of the College of Policing's Chief Officer Appointments Survey and the CPOSA Resilience Survey. Finally that she would seek early engagement with PCCs.

## **13. SPENDING REVIEW**

The Chair provided an overview of the plan that has been drawn up collaboratively with the Home Office and the APCC, with an explanation of the different strands and how these flow into a series of funding choices. She also explained the governance arrangements and that the spending review submission will ultimately be owned by the Minister of State.



Dave Thompson described that this process would involve joint working at an earlier stage than had been the case for the 2017 settlement. It is important for policing to fit in with Home Office structures where possible in order to achieve the best outcomes. The structure of a policing lead for each strand to mirror that of the Home Office was set out, linked together by an overall policing coordinator and then senior sponsorship of each strand at a Coordination Committee Chair level.

There is an immediate need for identification of leads. Dave Thompson proposed that salary costs for those working on the spending review preparation were met by the supplying organisation. There would also be a requirement to meet other costs through shared finance. The Chair emphasised that advertisements for expressions of interest need to be posted as soon as possible.

Chiefs were supportive of the collaborative approach outlined and of the steps proposed in relation to resourcing and financing. The urgency of the preparatory work required was recognised and supported.

#### **14. FUTURE ALLOCATION OF NATIONAL IT CHARGES**

Dave Thompson set out a proposal that charges for national information technology systems should move from the current grant-based allocation formula to one based on the net budget requirement. He set out the view that this was a fairer mechanism.

Chiefs discussed both the timing of the proposal, and also if there were alternative means of determining the charges. Dave Thompson explained that this was simply an issue of how certain services are paid for now. It was determined that no specific recommendation would follow from Council but that this would form part of the overall spending review work examining funding models.

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

**12 July 2018**

#### **Mutual Aid Accommodation for Presidential Visit**

The Chair invited ACC Chris Shead to provide an update to all chiefs regarding the concerns over the quality of accommodation in one location for officers policing the US Presidential visit.

Chiefs agreed that some of the accommodation pictured via social media for officers supporting this major operation for the US presidential visit was not acceptable and below the standard of other accommodation used. Steve Kavanagh is working with NPoCC to resolve this matter.

**Action:** NPCC Communications Team to coordinate communications.

## **15. SERIOUS & ORGANISED CRIME - CLOSED**

## **16. VIOLENT CRIME STRATEGY AND COUNTY LINES**

Duncan Ball gave an overview of the flow of criminality, the escalation of reported violence, and the growing intelligence picture. It was emphasised that the policing response must recognise the different threats that these groups pose, most notably drugs, violence, and exploitation. The enablers of criminality must also be targeted.

The vision is for nationally coordinated response based on the 'four P' model delivered through a new county lines coordination centre, supported by quarterly intensification with prioritised activity. DAC Ball explained the new coordination centre would focus on:

- prioritising action against the county lines groups causing the most harm nationwide
- mapping the threat and closing intelligence gaps - including between importation and supply into the UK and county lines distribution
- supporting forces and ROCUs in developing consistent and effective responses to tackling county lines
- ensuring join-up between force activity around the UK
- working with non-law enforcement partners to enhance the wider national response.

Chiefs were asked to support the coordination centre through the provision of information and the integration of county lines within local plans, and to raise awareness of the issues through communications.

Chiefs supported the work undertaken and the requests made of them but emphasised the importance of a cross-agency response. It was agreed that a cohesive approach is vital given the geographic crossover of the offending.

## **17. BREXIT**

Richard Martin explained his International Criminality portfolio and that he has a dedicated team in place for Brexit preparation and planning. That team is mapping out contingency planning requirements, identifying potential gaps, and highlighting challenges.

The most significant policing systems and tools are the Schengen Information System II; European Arrest Warrant; European Criminal Records Information System; Europol; and Joint Investigation Teams. Loss

of these capabilities will lead to slower policing processes and policing being less connected with European law enforcement partners.

He set out the possible mitigations to limit that impact. He asked chief constables to support his work by ensuring a force SPOC can link in with his team, discussing the issues with their PCCs, and continuing to use the available tools up to and including transition.

## **18. INDEPENDENT OFFICE FOR POLICE CONDUCT (IOPC)**

Michael Lockwood, Director General (DG) of the IOPC provided an overview of the new organisation's priorities since transition from the Independent Police Complaints Commission (IPCC). He thanked chief constables for the opportunity to engage with them and set out his personal background prior to assuming the role of Director-General. Mr. Lockwood described the structure of IOPC's board, executive team, and regional offices.

The IOPC is establishing a new identity, different to that of the IPCC, and the Director-General explained how his new organisation would fit into the wider Criminal Justice System (CJS). The DG outlined his key areas of focus where the IOPC will engage with forces on going forwards.

1. Independence – Defining the term independence and what this means in terms of engagement with forces.
2. Approach to Investigations – An emphasis on learning rather than targets, with the ultimate aim being prevention.
3. Key thematic areas – These were proposals for priority areas for learning. They are the abuse of authority for sexual gain; road traffic incidents; mental health incidents and the police response; domestic abuse, discrimination and near misses in custody.
4. Timeliness – Improving timeliness looking at case allocation, investigation and closure with a focus on creating a more efficient interface with each partner through the case management process including the Coroner's Office and Crown Prosecution Service (CPS).
5. Quality – Recruiting more subject matter experts to work on each thematic area which will help speed up cases and improve quality. In addition, involving users in how to improve the investigation process.
6. Stakeholder Engagement – IOPC regional directors will spend more time engaging with forces and communities including local authorities to help promote better understanding of pressures from all sides, so as to improve collaboration and working practices.

The DG set out his view that an approach which prioritises learning is consistent with one that ensures accountability. It establishes best practice and high standards and helps ensure that where things go wrong, lessons are learnt and policies and practice changed, if appropriate. The DG drew attention to the IOPC's learning the lessons bulletins called 'focus' sharing learning from investigations carried out either by the IOPC or by police force professional standards departments (PSD).

Chiefs welcomed the approach outlined by the DG. The lesser emphasis on targets and establishing more productive working relationships between forces and the IOPC will lead to better quality case management and better outcomes for the public. All chiefs agreed the current focus on thematic areas such as mental health was important.

Chiefs suggested practical areas which might be prioritised such as the level of case referrals, a definition of misconduct set against underperformance, and an examination of legacy cases. The Chair agreed working with the IOPC going forward that a proportionate approach in dealing with legacy cases needs to be agreed and finding a workable solution with the IOPC was desirable. She welcomed the approach the IOPC was taking and thanked the Director-General for attending.

#### **19. COUNTER TERRORISM (CT) UPDATE AND NATIONAL STRATEGY - CLOSED**

#### **20. HOME OFFICE BIOMETRICS STRATEGY, THE USE OF FACIAL MATCHING TECHNOLOGY AND TRANSFORMING FORENSICS**

Christophe Prince gave an overview of the Home Office biometrics strategy. He described the two key strands - how to make the best use of biometrics to improve public services and maintaining public trust. He explained the intention to simplify governance and oversight arrangements of which the new Biometrics Oversight and Advisory Board was a part. Its focus would be on law enforcement's use of facial images and other emerging biometric modalities. It contained a range of stakeholders such as NPCC, APCC, Regulators including the ICO and Home Office. Privacy would be a key consideration and presented seven areas of consideration in the use of any new biometric including legal basis, ethical implications and risk mitigation.

James Vaughan moved on to describing some risks around forensics and biometrics that must be considered. He spoke about the challenges around accreditation, and the need to move to accreditation across all forces and labs. He cautioned that once statutory powers are introduced, this could lead to the revocation of licenses with an impact on marketplace capacity. He described a lack of funding available for research and development, and separately two examples of market failures in the past two years. These have been stabilised through efforts from forces, but the market remains fragile and requires a long term strategic approach. Finally, he stated that budgetary pressure has meant a lack of training being delivered by forces, with a resulting over-reliance on a network of good people doing work on top of their 'day job'.

Jo Ashworth explained that there has been a change in emphasis for the Transforming Forensics programme, from trying to get buy-in and funding from forces to a focus on network integration rather than aggregation. 42 organisations have now formally indicated support for the programme. She described how a delivery vehicle was now required to deliver the central coordination and oversight.

The core team will number about thirty staff by April 2020, and will be facilitated by a national technical platform. There are several options for potential delivery vehicles, but she stressed that commitment from chief constables is critical.

Chief Constables expressed concern about how high the 'bar' was being set in terms of accreditation, whether the cost of achieving this will diminish benefits and whether sufficient engagement had taken place with the forensic regulator to try to manage the requirements around standards. It was accepted that failure to meet the standard would impact on cases at court, but it was suggested that the service must have a stronger voice in some of these debates. James Vaughan stated that a number of conversations had taken place, but it appears unlikely that the standard would be reduced. There was a suggestion that the cost of standards should be considered in the work to prepare for the government spending review.

Other concerns expressed related to the fact that an alternative to Police Transformation funding will ultimately need to be agreed, but this will be challenging if there is a lack of clarity about what value is being added.

## **21. POLICE SCIENCE & TECHNOLOGY – COMMISSIONING ARRANGEMENTS WITH THE HOME OFFICE**

Charlie Hall explained that following a review of Government Science and Technology (S&T) capabilities the Home Office made a decision to move the Centre for Applied Science and Technology (CAST) to Defence Science and Technology Laboratory. He seeks support for a new approach to commissioning science and technology research.

He set out that NPCC have had a good relationship with CAST but now with the new arrangements there will be changes but also there will be opportunities. DSTL is a big entity and we must ensure that police needs are not lost in the midst of defence requests. Policing must become more coordinated in how it identifies, prioritises and commissions its requirements. To achieve this, he considers it necessary to put in place mechanisms and structures which will support these functions.

Charlie Hall proposed that an NPCC Science and Technology Board is set up to capture the various coordination groups' requirements, then take this through a policing board, and then to the oversight board within the Home Office. This will ensure that when commissions go forward to DSTL they are fully considered, prioritised, and mandated.

Chiefs supported both the creation of a new NPCC board and the proposal for better coordination and prioritisation of science and technology requests.

## **22. ANY OTHER BUSINESS**

The Chair raised the issue of force management statements (FMS) and discussed the process by which forces should be responding to current Freedom of Information Act (FOIA) requests. It was agreed that Sherry Traquair should work with Craig Naylor on developing clear guidance.

**Action:** Sherry Traquair to work with Craig Naylor on a consistent response under FOIA for FMS.

Rachel Tuffin commented on the discussion which took place on day 1 around BAME recruitment and the assessment process and confirmed the College would start a full review and report back to Chiefs.

Rachel Tuffin highlighted an opportunity for all chief constables to apply for the role of course director for the strategic command course 2019 and a letter on this process would be circulated via ChiefsNet.

**Action:** Letter to all chief constables regarding SCC course director to be circulated via ChiefsNet.

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

The next meeting will be held on 3-4 October 2018.