

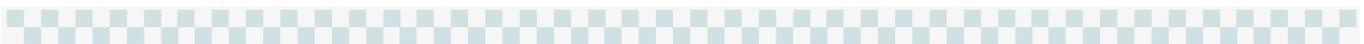
Chief Constables' Council Minutes

Wednesday 18 – Thursday 19 April 2018

Security classification: Official
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Force/organisation: National Police Chiefs' Council (NPCC)
Date created 9 May 2018

Attendees

CC Sara Thornton	NPCC Chair
CC Andy Marsh	Avon and Somerset
CC Jon Boutcher	Bedfordshire
DCC Alan Baldwin	Cambridgeshire
A/CC Janette McCormick	Cheshire
Commissioner Ian Dyson	City of London
DCC Simon Nickless	Cleveland
CC Michelle Skeer	Cumbria
CC Peter Goodman	Derbyshire
CC James Vaughan	Dorset
DCC Jo Farrell	Durham
CC Mark Collins	Dyfed-Powys
CC Stephen Kavanagh	Essex
CC Rod Hansen	Gloucestershire
CC Ian Hopkins	Greater Manchester
CC Julian Williams	Gwent
CC Olivia Pinkney	Hampshire
CC Charlie Hall	Hertfordshire
CC Lee Freeman	Humberside
ACO Ian Drysdale	Kent
CC Andrew Rhodes	Lancashire
CC Simon Cole	Leicestershire
CC Bill Skelly	Lincolnshire
CC Andy Cooke	Merseyside
DCC Carl Foulkes	Merseyside
Cmsr Cressida Dick	Metropolitan Police Service
AC Neil Basu	Metropolitan Police Service
AC Helen Ball	Metropolitan Police Service



AC Martin Hewitt
AC Robert Beckley
CC Mark Polin
CC Simon Bailey
CC Simon Edens
CC Craig Guildford
CC Winton Keenan
A/CC Lisa Winward
DCC Richard Lewis
CC Stephen Watson
CC Gareth Morgan
CC Gareth Wilson
CC Nicholas Ephgrave
CC Giles York
CC Francis Habgood
CC Martin Jelley
CC Anthony Bangham
CC David Thompson
ACO Ali Layne-Smith
CC Dee Collins
CC Keir Pritchard
CC Paul Crowther
DDG Nikki Holland
DDG William Kerr (Day 2)
ACC Mark Hamilton
CEO Michael Cunningham
CC Andy Adams
Provost Marshall David Neal
ACC Chris Shead

In attendance for specific items

Bishop James Jones KBE
DAC Richard Martin
Ch Supt Joanne Chilton
Minette Batters
Scott McPherson
DCC Michelle Dunn
Kiron Bose
Jed Stone

Metropolitan Police Service
Metropolitan Police Service
North Wales
Norfolk
Northamptonshire
Nottinghamshire
Northumbria
North Yorkshire
South Wales
South Yorkshire
Staffordshire
Suffolk
Surrey
Sussex
Thames Valley
Warwickshire
West Mercia
West Midlands
West Midlands
West Yorkshire
Wiltshire
BTP
National Crime Agency
National Crime Agency
Police Service for Northern Ireland
College of Policing
MoD Police
Royal Military Police
NPoCC

Former Bishop of Liverpool
Metropolitan Police
West Midlands Police
National Farmers Union
Home Office – Director General, CPFG
Hertfordshire Constabulary
Digital Policing Portfolio
Digital Policing Portfolio

Robin Wilkinson	Metropolitan Police (Director of People and Change)
Ch Supt Tonya Antonis	Suffolk Constabulary
Andy Tremayne	Association of Police and Crime Commissioners (APCC)
DCC Mike Colbourne	College of Policing
Rachel Watson	Home Office – Head of Workforce & Capability Unit
Ian Bell	CEO, Police ICT Company
Lynda McMullen	Metropolitan Police – Commercial & Finance
Det. Sgt. Jonathan Witt	City of London Police
Jacky Courtney	Director of Police Reform
Wayne Parkes	Programme Director – National Enabling Programmes
Paddy Tipping	Chair, Police Reform and Transformation Board

Demonstrators for specific item (Item 10 – Use of Police Technology – Crime Ops)

Sue Dodds	HOLMES
Matthew Burton	National Crime Agency – (SISII)
Ryan Newey	National Crime Agency – (SISII)
Stephen Collins	National Crime Agency – (SISII)
Umberto Cuzzo	Durham Constabulary – (PND)
Sean Williams	Durham Constabulary – (PND)

In attendance

Janice Shardlow	Non-Executive Director – Audit and Assurance Board
Supt. Richard Cooper	NPCC Chief of Staff
Insp. Ben Gasson	NPCC Staff Officer
Nicola Growcott	NPCC Communications Manager
Richard Hampson	NPCC Business Officer
Nicole Higgins	NPCC Strategic and Risk Planning Manager
Susan Paterson	NPCC Business Manager
Sherry Traquair	NPCC FOI and Decision Maker

09:00-18:00, 18 April 2018

OPEN SESSION

1. ATTENDANCE AND APOLOGIES

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

Alec Wood – Cambridgeshire Constabulary
Mike Griffiths – Civil Nuclear Constabulary
Shaun Sawyer – Devon and Cornwall Constabulary
Mike Barton – Durham Constabulary
Alan Pughsley – Kent Police
Patricia Gallan – Metropolitan Police Service
DG Lynne Owens – National Crime Agency
Iain Livingstone – Police Scotland
Matt Jukes – South Wales Police
Mike Veale – Cleveland Police
George Hamilton – Police Service of Northern Ireland

The Chair welcomed visitors to Council and congratulated the following on their new positions:

Keir Pritchard – Chief Constables, Wiltshire Police
Mike Veale – Chief Constable, Cleveland Police
Neil Basu – Assistant Commissioner, Metropolitan Police Service
Michelle Skeer, Chief Constable, Cumbria Constabulary
James Vaughan, Chief Constable, Dorset Police

2. MINUTES

The minutes of the previous meeting held on 24-25 January 2018 were agreed as accurate.

3. MATTERS ARISING

Action item number 4.1 (24 January 18): Martin Jelley confirmed the guidance on standards of behaviour for internal relationships 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 July Council meeting.

Action item number 4.1 (24 January 18): MPs and the initiative to ‘give a day to policing’ over summer recess. NPCC Communications Office to provide supporting information to all Chiefs. Chief constables were also encouraged to ensure a good support was provided to MPs who are frequently subject to threats or abuse.

Action item number 13 (25 January 18): Simon Nickless provided an update of the Local Policing Coordination Committee review and confirmed that all NPCC leads connected with prevention have been consulted. Steve Watson was working to include vulnerability in the crime prevention strategy. A further update on this will be circulated on ChiefsNet.

Action item number 13 (25 January 18): A meeting has been scheduled with Mike Cunningham, Zoe Billingham and DCC Gavin Stephens to facilitate further engagement on Neighbourhood Policing Guidance.

Action item number 14 (25 January 18): Neil Basu confirmed that he could not circulate the slide pack electronically but would go back to JTAC for an update which will be circulated on ChiefsNet. The Chair encouraged a proactive approach to releasing briefing material in an appropriate way.

Action item number 17 (25 January 18): The College of Policing update report was submitted regarding apprenticeship funding. This was shared with forces through the apprenticeship trailblazer group and the funding was increased to £24k. **Action closed.**

Action item number 19 (25 January 18): An update on pay and conditions was provided in the meeting. **Action closed.**

4. STANDING ITEMS

4.1 Chair's Update

The Chair provided an update on the Public Services Leadership Task Force, established to look at investment into public services leadership and chaired by Sir Gerry Grimstone. The Chair confirmed the work on chief constables tenure is progressing. There are outstanding Police and Crime Commissioners (PCCs) left to interview. The draft paper has been reviewed and recommendations have been set out. The Chair suggested it would be helpful before the next Council meeting in July for a number of volunteers to put themselves forward to provide some quality assurance on the recommendations being proposed.

Action: All chiefs who wish to volunteer to review the chief constable tenure analysis should submit their names to the NPCC central office.

A letter has been received from Michael Lockwood as the new Director General for the Independent Office for Police Conduct (IOPC) regarding their review of the learning lessons process. Craig Guildford is liaising with the IOPC on this review. The Chair encouraged all chiefs who wished to contribute their thoughts to submit their names to the NPCC central office.

Action: All chiefs who wish to volunteer to contribute to the IOPC learning lessons review should submit their names to the NPCC central office.

The chair reported that an advertisement has been published on ChiefsNet for chief officer roles for Police Scotland. The Chair asked all chiefs to encourage appropriate chief officer candidates to apply.

Peter Goodman the NPCC lead for Cybercrime updated chiefs on funding for the rollout of cybercrime units across England and Wales and newly revised minimum standards for cybercrime units based on threat, risk and harm. As all forces don't yet have a cybercrime capability yet these standards remain aspirational.

4.1.1 Delivery Plan Q4 Update

The Chair introduced the paper containing the Q4 update on progress towards the 2017/18 NPCC Delivery Plan. The paper set out the current position on progress for the objectives at the end of the year. Fifteen objectives have been completed, six have been closed and nine have been placed into stage 2 for the 2018/19 delivery plan. Chief constables noted the update and Nicole Higgins was thanked for her work on this.

4.1.2 Delivery Plan 2018/19

The Chair introduced the update paper on progress towards the 2018/19 NPCC Delivery Plan. The Plan is made up of thirty-nine objectives; twenty are newly created for 2018/19 and address changing demand and current priorities. Seven objectives remain from 2017 with extended deadlines. The remaining twelve are multi-year programmes which are largely funded through the transformation fund and will carry forward into 2018/19 with new outcomes for the period. Chief constables agreed the objectives for the 2018/19 plan.

4.1.3 NPCC Basic Requirements Document

The Chair introduced the latest iteration of the NPCC basic requirements document which has been amended following further consultation with the chairs of the NPCC coordination committees.

The Chair noted that a new template for Council papers would be circulated and urged chiefs, when submitting future papers, to comply with the request for papers to be limited to four sides. Chief constables agreed the final version of the NPCC basic requirements document.

4.2 College of Policing Update

Mike Cunningham introduced his paper and offered to take questions. He thanked chiefs for making him welcome during his force visits and indicated he intends to attend all regional meetings in the next few

months. He acknowledged the need for prioritisation of workforce initiatives and said that in a later session he hoped to gain consensus on the key priorities. He has commissioned work to set out how the pieces of work fit together.

There was some discussion around the proposed Chief Officer Hub development and Mike Cunningham agreed to work with CPOSA, the APCC and Chiefs to take this forward in a coherent way.

4.3 Regional papers

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

4.3.1 Professionalising Police Demand Management

Bill Skelly spoke to secure a mandate to look at demand in the longer term. He set out that the risk in not being able to collate meaningful information was too significant to tolerate and he has put forward a proposal for a coordinated response to this. Chiefs acknowledged the link to spending review preparation but agreed that this was about more than finance. Chiefs agreed to support in principle recommendation 5.1 in the paper with the proviso that a further options paper for the funding and resource requirement be submitted to the next Council meeting in July. Bill Skelly undertook to do further work regarding resource and funding detail.

Action: Funding and resourcing options paper regarding demand work to be submitted to the July Council meeting.

4.3.2 Police and Fire Collaboration Update

Chiefs discussed their concerns about a single employer model, particularly until all the risks were understood, and the majority of chiefs agreed more work was needed to understand the full implications of such a model. Chiefs sought greater time to debate this issue, particularly the likelihood of direct entry at chief constable rank and the potential implications of increasing capability and capacity dissimilarities between forces depending on different levels of fire service integration.

The paper seeks to develop a professional joint position and the same issue will be taken to the National Fire Chiefs' Council (NFCC). Following the Government review, a further four Police and Crime Commissioners (PCCs) have seen their proposals to take over fire services approved.

Council agreed that the joint position statement is clear but that the service is not yet prepared for full implementation of the legislative changes. A further paper should come back to July Council to discuss the updated position.

Action: A further discussion paper to be submitted to the July Council meeting regarding police / fire collaboration.

4.3.3 Event Policing NPCC Operational Advice

Chiefs agreed the implementation of the event policing operational advice. Currently there is no Authorised Professional Practice (APP) developed for event policing and this operational advice is an interim measure for forces to follow whilst APP is developed.

4.3.4 Specialist Capabilities Programme Summary

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 Review of Recommendations made in the Henriques Report into Operation Midland

The Chair commented there was mixed feedback from the regions on this important issue. She was clear that this was a matter for the professional body and that it had already been discussed at Professional Committee.

Rob Beckley introduced his paper commissioned by the College of Policing. He emphasised that research indicates the fear of disbelief is a major barrier to people reporting crime, although perhaps not as significant as fear of the perpetrator and a perception of shame. He has been swayed by two fundamental principles. This first is that we should determine actions rather than mindset. The second is fairness, and he considers that belief, however well-intentioned, can leave a taint of unfairness towards one party. His approach is based on the concept that the professional body could not prescribe 'mind-set' but rather behaviours and actions. Ultimately it's the actions of our staff that are most critical.

Simon Bailey outlined significant changes in the police approach to victims since the 1980s: cultural changes that have led to victims having more confidence to come forward knowing they are going to be believed. He described the importance of the police believing a victim in the first instance. He would advocate retaining an initial stance of belief followed by an independent and impartial investigation and claimed that the evidence was there to support this.

A discussion amongst chiefs highlighted merits in both approaches. The following points were discussed:

- The Home Office would need to approve any proposal that involved a change to the Home Office Counting Rules. However there may be ways to amend guidance to police officers in keeping with recommendation 3 from Rob Beckley's report to provide greater clarity and balance. A number of chiefs felt this could be an option.
- Whether the use of the word belief (without a proper context) could lead to a closed mind-set within the culture of an organisation.

- Whether the use of belief takes away officers' decision-making power.
- The risk to public confidence could be exacerbated either in not retaining the presumption of belief or in the risk of not being perceived as objective.
- The complex inter-relationship with the presumption of innocence of a defendant.
- The fundamental importance of maintaining an environment in which people feel that they are believed and the centrality of the behaviour and actions of our staff in achieving that.
- The proper distinction between informed belief and blind belief and whether the co-existence of a presumption of belief and an open mind is possible.
- The extent to which policy positions should be determined by a small number of cases which are not indicative of the wider picture.
- The need to adopt a clear position for frontline staff.

The Chair noted the finely balanced arguments on both sides and that the feedback would be shared with the professional body. She does not consider that mandating belief was the right response to the issue of disbelief of victims, given the potential impact on the impartiality of the police in the investigative process.

Mike Cunningham stressed in terms of standards and guidance the only written source related to belief of victims is the Home Office Counting Rules. He noted the common agreement on the importance of the behaviours and actions of staff when dealing with victims and he will reflect on the opinions expressed by chief constables.

4.3.6 Revised Protocol on the Appropriate Handling of Stalking and Harassment Offences between the NPCC and Crown Prosecution Service (CPS)

The joint protocol had received broad support from the regions but with some qualified support due to concerns regarding Authorised Professional Practice (APP) and training. Simon Bailey as portfolio lead agreed that the development of effective APP and training is critical in this area and confirmed the NPCC lead for stalking and harassment, DCC Paul Mills is working with the College of Policing to address this. The College is currently reviewing risk assessment questions in relation to stalking and harassment.

Chiefs agreed the joint protocol is the first of a number of measures over the next year and will help shape future APP whilst meeting the HMICFRS recommendations from 2017. The paper was agreed and supported for implementation.

4.3.7 United Kingdom Protected Persons Strategy National Service Update (UKPPS)

The South East region queried if they can use the 12 months implementation period to review the financial model. Andy Cooke pointed out that agreement had been reached with the NCA to use the model but he would speak further with Francis Habgood on the South East region's considerations.

4.3.8 Investigative Resilience Programme

A discussion was held regarding the recommendations of the HMICFRS 2016 and 2017 PEEL Efficiency Inspections to address the shortage of qualified investigators.

Following the latest inspection all forces with a shortage in qualified detectives and/or other investigators should develop a local action plan to set out in detail what they will do to address the shortage in the short, medium and long term. As part of the work undertaken by the programme team there is considerable supporting materials available on approaches to be taken.

It was recognised that the picture is different in each force with some experiencing substantial gaps and a few forces reporting no vacancies. To help support forces the programme team will develop a template action plan detailing key recommendations along with advice and guidance on the individual requirements.

Action: Investigator Resilience programme team to circulate the update and template action plan via ChiefsNet to all forces.

The North West region raised concerns about pay and reward and a return to issues experienced with the Special Priority Payment scheme. It was made clear that these concerns were being dealt with through the work led by Francis Habgood on pay and conditions and would be covered in item 5 on the agenda. Matt Jukes will respond to the North West comments outside of the meeting. The paper was agreed and noted.

4.3.9 The Exchange of CT related fingerprints, DNA and imagery with international partners

The paper was agreed and supported by the regions.

4.3.10 NPCC Wildlife Crime Strategy 2018-2021

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

4.3.11 NPCC Rural Affairs Strategy 2018-2021

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

4.3.12 National Strategy – International Criminality

DAC Richard Martin agreed to pick up the comments from the West Midlands region on expectations of forces locally and regionally, and the Eastern region comments on ensuring the strategy picks up on

vetting processes, particularly those checks undertaken when foreign nationals apply for positions of trust.

Action: Richard Martin to speak with the West Midlands and Eastern region on their comments regarding international criminality.

The paper was ratified and agreed for implementation.

4.3.13 Policing the Roads

The new Roads Policing Strategy has been submitted for approval and adoption by Council. Within that strategy the approach to speed enforcement appears to be a contentious issue in a way that other contributory factors to road deaths do not.

Anthony Bangham focused discussion on whether the implicit acceptance of excess speed within a threshold above the statutory speed limit was an acceptable one. There has been a significant increase in the number of people undergoing National Driver Offender Retraining courses, and a levelling off of the decline in collisions resulting in death or serious injury. He seeks a mature debate on whether the previous ACPO guidance requires revisiting.

Chiefs expressed a variety of views on the subject of speed enforcement and the review of the existing document. Concerns were raised regarding the capacity and capability of forces to deal with the potential increase in the volume of cases should the threshold for prosecution be lowered. Chiefs wanted to ensure public safety on the roads, but are also cognisant of the risk of losing public support and confidence at a critical time.

There was general agreement that the preferred approach is one of preventing excess speed rather than enforcement against excess speed, and a desire for an approach where the best evidence is used to determine policy. It was noted that road safety is a matter of differing priority for different forces dependent on their infrastructure and demand profile.

The refreshed overall national roads policing strategy was broadly supported by the regions however specific consideration is needed of the approach to excess speed. The Chair concluded the debate by acknowledging the criticality of the evidence and by suggesting that the review of the old speed enforcement guidance is undertaken but with no pre-judgment of the outcome of that review. The need to consider public messaging was highlighted.

Action: The ACPO Speed Enforcement Policy Guidelines 2011-2015; Joining Forces for Safer Roads are to be reviewed. Chiefs will feed into the consultation process and once this has been completed the matter will return to Council for further discussion.

4.3.14 National Volunteer Police Cadets Update

Chiefs were supportive and noted the update.

4.3.15 Proposal for a Business Change Council (IMORCC)

Ian Dyson confirmed that the Business Change Council aims to address the issue of change processes being more technology-driven than business-led. He will keep Chiefs updated as the work progresses.

4.3.16 Emergency Services Mobile Communications Programme (ESMCP)

Francis Habgood updated chiefs on changes to the leadership of the programme. The programme is looking at the financial implications of extending the Airwave contract. It is too early to determine the actual cost and there is likely to be further detail in July. This will include the programme costs, network costs and the investment required to keep existing equipment going.

Chiefs commented that they need to understand what precisely is meant by incremental transition, its implications, and the associated risk. Further clarity is sought regarding the costs associated with maintaining Airwave.

The Chair indicated that this will be considered again in July.

Action: Further update paper regarding ESMCP to come back to the July Council meeting.

4.4 Brexit Update

The update provided was noted and a copy would be published on ChiefsNet.

Action: A copy of the update regarding Brexit will be published on ChiefsNet.

5. WORKFORCE AND PAY REFORM

The Chair introduced the session on Workforce Transformation and stated that the work is not just about workforce and pay reform, but is closely linked to future funding decisions. The Home Secretary and officials at the Home Office have been clear that any flexibility to go over 1% on pay is dependent on the Treasury seeing progress on workforce and pay reform from the service as a whole.

Mike Cunningham stressed the need for chief constables to be close to this work, which is critical to the future spending review. An understanding of the state of readiness for workforce and pay reform across the country is vital, and the key expectation of the service is a sense of urgency. The College of Policing will be working together with the Workforce Coordination Committee and the Pay and Reward Portfolio.

Giles York reflected that Council agreed to elements of reform a year ago and that many in the room had been appointed subsequently. Chief constables are often stakeholders in workforce reform, with power lying elsewhere. He emphasised that forces were already well engaged with the programme, and they and their PCCs had signed up to the Policing Vision 2025 which described the challenges facing the service currently. He highlighted the narrative that had been developed between the Workforce Coordination Committee and the College and encouraged Chiefs to familiarise themselves with it.

Mike Cunningham then outlined the principle issues, with focus on four key programmes that form the minimum requirement:

- Recruitment – the process by which people are chosen to enter the service. The core minimum standards of competence will become the standard to which potential new recruits are assessed but not mandated.
- Initial entry routes – the revision of entry into the service to incorporate apprenticeships, policing degrees, and graduate conversion. The choice to be made by forces is what proportion of officers comes through each route. If PEQF is set out in regulation it will become mandated with IPLDP ceasing to exist.
- Professional development – a consistent professional development and assessment framework based on well-designed role profiles. The mandated areas for forces will be PDRs and Foundation Assessment and Recognition of Competence.
- Recognition and reward / advanced practitioner – provide greater recognition of professional knowledge, skills and expertise, independent of seniority. Trials are currently continuing with a decision to be made regarding roll out.

A timeline of implementation was presented that highlighted the speed of change required. The role of the College is to design the transformation programme and set standards and support forces to implement them. Chiefs are responsible for what happens in force but it is important to have a national picture of how ready forces are across the country. Mike Cunningham asked whether forces could support the *de minimis* position as set out.

Francis Habgood reminded chiefs of the link between workforce and pay reform. The principles that chiefs have signed up to around pay reform have formed the basis of the last three pay submissions. These principles include flexibility to recognise local differences, a better link between competency and skill and reward, consideration of how allowances should be consolidated in pay, and consistency between officers and police staff.

He described the current work streams of work on constable pay (P factor), benchmarking across other ranks, chief officer pay and variable pay. Police and staff representative bodies are being consulted as well as other stakeholders and he emphasised that the operational practitioners are involved through discussion, surveys and focus groups. Consultative papers will be brought back to Council in July and

October. The broad proposal is to define bands of competence, but that is reliant on building blocks to underpin and legitimise the approach, in particular the investment in an effective PDR system. The design and transition needs to be done quickly and it is important to understand what implementation in each force looks like.

Robin Wilkinson outlined the MPS position on the four minimum requirements and acknowledged the considerable gap in where we are and where we need to get to. He noted the challenges of implementation by 2020 and suggested there should be a discussion around incremental step change. It was also acknowledged that pay reform without an amount of money to support it is not easy.

Rachel Watson acknowledged that the four foundational requirements are the right ones and can be agreed on. She confirmed the Treasury's expectation of fundamental workforce and pay reform. The service should demonstrate its real commitment to progress and should have an appropriate plan and implementation structures in place later this year.

Chiefs were generally supportive of the overall programme of work and were grateful to those who have been progressing it on behalf of the service. Chiefs recognised that they were not in sole control of the reform but that there is the need to take it forward at pace and to do it collectively. It is vitally important to attract and retain the best people and this work is key in achieving that. Chiefs reflected on changing expectations of career-length and the need for exit and re-entry routes to be simplified. In respect of recognition, chiefs noted that the primary focus should be on those who are at the bottom and top ends of performance, with proper consideration of those who are outstanding.

There was a concern regarding the implications of administering and supporting reform and the impact on available police officer numbers at a time when the service is under stress. The College will seek to make assessment and accreditation as simple and cost effective as possible. There is also a need for as much consistency and balance between police staff and police officers as possible, especially given the increase in delegation of police powers. It was recognised that police pay is tied up in regulation and that police staff should not become tied together in the same framework.

There was general support for detective direct entry to be considered as an initial entry route. Chiefs considered the option to apply reform to new entrants rather than the whole workforce, although there was an acknowledgement that this could cause problems with equal pay claims. The point at which the current entry routes are turned off also needs precise consideration. An argument was made that this be extended until the new routes are proved effective. The importance of how reform is communicated to the workforce is key to effective implementation.

Mike Cunningham concluded by thanking Chiefs for their support for the four priorities that make up the minimum requirement and asked them to support the request for the self-assessment of maturity. The Chair thanked those who had presented and reminded chiefs of the need to support the work to produce the next submission.

6. NPCC NATIONAL DIVERSITY, EQUALITY AND INCLUSION STRATEGY AND WORKFORCE TOOLKIT

Gareth Wilson highlighted the 25 year anniversary of the murder of Stephen Lawrence. There have been many improvements in policing but there is still a significant amount of work to be carried out in relation diversity and inclusion. He pointed out recent issues including the race disparity audit, gender pay gap and Lammy Review, indicating there is cross government interest in this area. Additionally, he reflected on the ability of the NPCC to adequately coordinate, ensuring there is the correct representation and leadership as diversity and equality issues emerge.

Gareth Wilson updated chiefs on work carried out by the National Centre for Social Research (NCSR) on behalf of the NPCC and that this has informed two key products – NPCC Diversity Strategy and a workforce plan. There were three areas that the NCSR were asked to conduct work on:

- Landscape review of work that is already been undertaken within UK policing
- A rapid assessment on what works in recruitment, retention, progression, community engagement and service delivery.
- An external review of non-police organisation and how they embed diversity in the workplace.

The work suggested that there was too great a focus on visible difference and this resulted in a lack of available data regarding non-visible diversity. The evidence base centred on police officers and there is limited information on police staff. Focus group members also felt that police culture is generally conservative, and that current vetting practice can also be a barrier.

A main aim of the strategy is to understand both the needs of workforce and communities, ensuring that the recruitment process reflects the community we serve. He also explained that one of the proposals in the strategy is to ensure there is effective linkage between the different coordination committees.

Ian Hopkins summarised responses to the consultation on the workforce plan from PCCs, staff networks and forces. The external review has supported the basis of the toolkit which offers a range of components to assist in the successful delivery of the NPCC policing vision objective to have a more representative workforce by 2025. The next steps will be to check the progress against the work plan objectives and to develop better data to support this.

Gareth Wilson will circulate the external review recommendations and highlighted to chiefs that HMIC will be using the strategy and plan for their inspection. Chiefs noted the work and agreed the NPCC Diversity, Equality and Inclusion Strategy and the NPCC Workforce Toolkit.

7. WORBOYS – SUPREME COURT JUDGEMENT IMPLICATIONS

Gareth Wilson provided a summary of early considerations in light of the judgment. He has provided an update to the Home Office and they are monitoring the situation in terms of possible litigation claims and the impact on the use of police resources in investigations. The judgment does not impact on all investigations and all errors but chiefs should be alert to implications regarding detective resilience, 'golden hour' principles, and initial investigation models. He is contacting forces about any litigation arising and asked that forces respond promptly and continue to provide details going forward.

8. PRE-CHARGE BAIL & DISCLOSURE UPDATE

Nick Ephgrave explained that it has been nearly a year since the changes to the Policing & Crime Act 2017 that relate to pre-charge police bail and there have been a range of concerns expressed in relation to the use of pre-charge bail to protect vulnerable victims and witnesses. The number of people on bail has reduced greatly but there is a significant variation in the use of pre-charge bail amongst forces. Chiefs should ensure that they are content with the approach their force is taking.

Nick Ephgrave then provided a brief update on work carried out on disclosure. He thanked chiefs for responding to his previous request for feedback on the plan he presented at Council in January, and from this the Joint National Disclosure Improvement Plan has been finalised.

There is effective governance of the plan's implementation and a series of working groups including technology, training, and process - each with good representation from policing and the CPS. The result of this activity has been the redesigned good practice disclosure management document, the third party disclosure request and the amended MG3 so officers can better explain their lines of enquiry. Nick Ephgrave also thanked Mike Cunningham and the College of Policing for their involvement. The revised training package is imminent.

9. BISHOP JAMES JONES & THE EXPERIENCE OF THE FAMILIES BEREAVED AT HILLSBOROUGH

The Chair set out the previous work undertaken to help policing develop a learning culture, culminating in an action plan being agreed at Council in July 2017. In this context candour had been considered as a hallmark of open and ethical leadership. The report by Bishop James Jones considers a more formalised approach.

The Chair introduced Bishop James who set out his long-held position as an advocate of law and order. He explained his interactions over many years with the Hillsborough families, ultimately being asked by the Prime Minister to draft a report to ensure that the perspective of the families was never lost, and their experience never repeated. Bishop James explained his report contained twenty-five points of learning, all of which were in his view vital, but three of which were particularly crucial.

The first of these is the Charter for Families Bereaved through Public Tragedy. Bishop James considers the charter essential to bring about the cultural change that would put those affected by tragedy at the

centre of any subsequent inquiry. He described the charter in full, and expressed his hope that it can form a bridge between bereaved families and public institutions, and that all forces would sign up to it.

The second key point of learning relates to greater equity at inquests. Bishop James commended the principle of inquests as inquisitorial processes but outlined that the experience of families in settings where public bodies are represented is extremely negative.

The final key point is a duty of candour for police officers. The bishop set out that he believes the case is made for a duty of candour to be extended to police officers, at least in terms of a duty to cooperate as witnesses with investigations by the Independent Office of Police Conduct. Bishop James also highlighted the value of police records and documents being covered by the provisions of the Public Records Act, and expressed his clear support for the creation of an Independent Public Advocate.

Rob Beckley paid tribute to the role played by Bishop James in enabling exchange between agencies and the bereaved families. He emphasised the importance of seeking to learn and improve, even in the context of dramatically changed practice in areas such as disaster victim identification. In relation to candour, he reflected that the issue is not a binary one, and that professionals can find themselves being unconsciously defensive for a variety of reasons including wishing to support employees and being wary of legal challenge.

Chief constables discussed the Charter for Families Bereaved through Public Tragedy, particularly in the context of the Kerslake review into the Manchester bombing. Ian Hopkins set out that the response to that incident had thought for the affected families very much at its heart. Chiefs were supportive of the charter's adoption as its core tenets of care, compassion, openness and transparency are fundamental to the police service. Chiefs favoured a coordinated adoption of the charter once conversations had been had with Police and Crime Commissioners, and once legal implications in respect of ongoing cases had been fully considered.

Chief constables wished to see a police service that is increasingly candid. Discussion centred on the ability of legislative means to achieve this end. Reflections from Northern Ireland illustrate the very careful balance that needs to be achieved in seeking both truth and justice at the same time. Chiefs discussed the way in which candour could be balanced with other values and principles that are rightly held dear such as legal privilege, security, and the ability to learn from failure. In respect of security, concern was raised about the potentially profound implications for the sharing of material for counter-terrorism operations by the security service in an environment where candour was proscribed. Chiefs reflected on the changing approach to misconduct and the greater emphasis being placed on learning from mistakes to improve in future.

Bishop James acknowledged the progress of the service in many areas, the difficulties of balancing liberty and security, and the complications of providing both truth and justice. He emphasised the need for empathy to be considered as an essential policing skill, and one that was examined in recruitment to

the service and progression within it. He thanked chief constables for their carefully considered contributions to a substantial conversation.

10. NABIS 2021 BLUEPRINT PROJECT

Andy Cooke set out the overall case for further investment in the National Ballistics Intelligence Service (NABIS) and explained how funding contributions were determined by local demand. Jo Chilton provided further detail of the continuing intelligence gap and delay in items reaching NABIS; the incomplete submission of items by forces; and the likely consequences of ISO accreditation.

The proposed expanded service will be supported by a performance framework under the Serious and Organised Crime Lead but investment is required to deliver universal uplift. Beyond that there will be options for forces to pay for Trace Evidence Recovery services and for NABIS to act as consultants towards accreditation. The Lead for Forensic Science Service Provision recommended the use of market providers rather than forces seeking to achieve accreditation themselves.

Chief constables supported Option 3 as set out in the paper, all be it that as the investment relates to the current financial year the investment level will be pro rata to that set out. Chiefs raised queries in respect of the options available for trace evidence recovery and how payment would be dealt with in Regional Organised Crime Units with a lead force model. Andy Cooke undertook to write to chiefs about those matters.

Action: Andy Cooke to write to chief constables setting out options in respect of using NABIS for trace evidence recovery services, and to explain how charging for NABIS services might be approached by ROCUs with a lead force model.

11. IMPACT OF NATIONAL RURAL AND WILDLIFE CRIME STRATEGIES IMPLEMENTATION

Minette Batters, Chair of the NFU, explained the significance of rural crime in the UK. 70% of the country is rural, farms here are lived on as opposed to simply being businesses, and rural crime is consistently cited as the greatest cause of concern for farmers. In 2017 the cost of rural theft was at its highest level since 2010, and it is the view of the NFU that there is a strong link with organised crime. A joint approach was advocated in order to prevent rural areas being perceived as a soft target for criminals and the NFU are happy to facilitate meetings for chief officers with the relevant county advisor.

Craig Naylor explained that he was seeking to achieve a better understanding of the scale of rural criminality and its impact. The wildlife crime and rural affairs strategies provide a platform from which to build upon. Chiefs acknowledged the significant impact of crime on rural communities and the extent to which this is a matter of varying relevance and importance in different forces. There is benefit in demystifying some of the issues and products are available to help with this but ultimately the same

principles of policing apply. Chief constables welcomed the collaborative approach and considered that the private sector, local authorities, and parish councils should also be involved.

The Chair thanked Minette Batters and Craig Naylor for their contribution and invited all chiefs to meet with their local representatives of the Countryside Landowners' Association and the National Farmers' Union.

12. COUNTER TERRORISM POLICING VISION AND PRIORITIES (CLOSED)

13. USE OF POLICE TECHNOLOGY – NPCC CRIME OPERATIONS INTERACTIVE SESSION

An awareness session on national projects was held for all Chiefs covering:

- Schengen Information System (SISII)
- HOLMES
- Police National Database (PND)

The session focused on some of the key relationships within crime operations for the service and the technology and infrastructure that support policing. The session was supported by the NCA.

Day 1 End

Day 2: 09:00-14:00

19 April 2018

14. POLICE REFORM

The Chair of the Police Reform and Transformation Board, PCC Paddy Tipping, described what he considers to be an unprecedented period of uncertainty for public sector leaders. Chief constables and commissioners must reach broad consensus on the extent of change required and over what timescale if they are to lead through this period. He set out the current phase of the Police Transformation Fund (PTF) and how it has developed from the Police Innovation Fund and the first phase of PTF as a bottom-up bidding process to one that is focused on delivering national projects.

There are still substantial challenges in terms of buy-in and governance. Paddy Tipping argued that reform is reliant on joint endeavour and a collective acceptance that not every element of

transformation can meet everybody's needs to their full satisfaction all of the time. In spite of that, the collective approach is the best approach, and the most important element is trust. The joint work to make the case for the last policing settlement is a good example of what can be achieved through joint enterprise.

Paddy asserted that now is a time of opportunity that should not be wasted. There is the opportunity for digital reform, and in turn to make a cogent and well-informed case for investment through a future spending review (SR). Sensible steps towards workforce and pay reform are necessary, as is the development of meaningful and reliable data. Conversations should continue about what policing activity is right to be done locally and what can better be achieved regionally or nationally.

Chief constables were supportive of a coordinated approach to invest appropriate expertise, effort and resource in order to articulate the current and future demands facing policing in advance of a future CSR.

15. GROWING THE POLICE ICT COMPANY

The Chair welcomed Ian Bell as the new CEO of the Police ICT Company. He provided an overview of the progress the Company is making on a number of national technology initiatives supporting forces across the country. He also summarised the origin of the Company and its desire to act as a bridge between the policing, technological and commercial worlds, helping the service buy ICT better, manage it better and exploit new capabilities more quickly.

Going forward, Ian wishes the Company to cut costs of police ICT, reduce duplication, improve collaboration and improve the public's experience of dealing with the police. The Company is here to be a crucial and critical friend to forces whilst advising and supporting policing to deliver the vision for reform. The Company will also provide useful advice on direction to forces, helping to set ICT priorities on a national, regional and local level and generate better working with stakeholders. It also has the broader scope to identify opportunities for collaboration and stimulate innovation.

Ian Bell highlighted the synergy between current projects and the ambition and operating model for the next three years. The Company will be key to helping the service deliver the necessary £56 million ICT savings and is essential for the delivery of national programmes. He stressed the importance to chiefs for their Chief Information Officers to work with the Company to start planning future work together.

The Chair informed chiefs that the Police Reform and Transformation Board (PRTB) has recommended to the Home Secretary that some funding is set aside for the Company to help it to build the necessary capabilities. Ian Bell suggested that the company needs to be capitalised in order to take on new contracts and invited chiefs' support in speaking with their respective PCCs on the importance of this.

16. TECHNOLOGY ASPIRATIONS FOR THE SERVICE

Ian Dyson provided a high level overview of initiatives taking place which aligned to the Policing Vision 2025 such as the national ICT strategy, Home Office Police Digital Mobile Working and an update on expectations to meet the HMICFRS PEEL police efficiency 2017 recommendation. The aspiration is to allow forces to be aligned and coordinated in their approach to technology.

Ian Dyson updated on plans for delivering against the ambitions set out. With regard to the National Enabling Programme (NEP) Office 365 uptake he confirmed 23 forces have signed up as part of the first tranche. An update was also provided on the Police Digital Mobile Working Team which is Home Office led with engagement from the Information Management and Operational Requirements Coordination Committee (IMORCC).

Ian Dyson thanked all chiefs for their responses to the Business Change Council (BCC). The BCC will launch on the 13 June and will be established to assist forces in planning and implementing business change in response to the significant ICT-based programmes either in progress or being planned. This forum would operate under the oversight of chief constables through IMORCC in a similar manner to the National Police Technology Council.

Ian Dyson stressed to chiefs that success will require strong buy-in (and representation) from all forces, and support and leadership from the top down. As well as linking in closely with the other NPCC Coordination Committees, it will also require strong links to, and support from, the Home Office and APCC, both of whom have positively welcomed this general proposal in scoping discussions to date. Ian Dyson confirmed terms of reference would be brought back to Council after 13th June and encouraged all chiefs to send a force representative for this launch.

The National Police Technology Council has emphasised the importance of commonality across the country and Ian Dyson confirmed that to assist this IMORCC would be looking to create an ICT strategy based on the NPTC ICT principles. This will draw upon expertise from the disciplines of technology, security, business and information. Towards this goal several developments have recently been communicated on ChiefsNet including a joint letter on digital transformation from the NPCC chair and chair of the PRTB on 3rd April.

Ian Dyson also provided an update on the current position in relation to the Police Efficiency 2017 recommendation. A letter has been circulated setting out progress to ensure that the service has a clear plan for investment in digital transformation. Stakeholders are being engaged and close liaison continues with the Home Office in relation to the delivery of this recommendation. A timeline is being put in place to ensure the completion of an ambitious exemplar plan for forces by 1st August 2018, to enable forces to complete their own plans via a template being created by the 1st September 2018. Details of the current landscape and framework will form part of the exemplar plan and demonstrate a coordinated approach.

The Chair suggested all chiefs should review the joint letter published on 3rd April and feedback with their thoughts.

Chiefs discussed the pressures of change management and the different infrastructures in place in forces. Ian Dyson reiterated to chiefs that he is describing strategic coordination to support their local experts, and that force but-in is essential. Success for each force would be measured against the progress towards the Policing Vision.

Chiefs were informed that the national programmes will shortly be commencing the latest cycle of roadshows with the focus of these events to provide a deeper understanding of the technology and business change that will be impacting on forces. Ian Dyson urged chiefs to send force representatives to these roadshows to take advantage of the opportunity that the national programmes offer as the service seek to digitally transform policing.

The Chair urged chiefs to attend the next Police Reform Summit on 7th June which will set out further the ambition for the use of technology and force savings in this area for the future.

17. DIGITAL POLICING PORTFOLIO – CHARGING MODEL

Chief constables discussed a proposed funding model that would provide transparency and sustainability in respect of Digital Evidence Transfer and the Single Online Home. Contributions would be based on net funding rather than grant funding and this was supported by chief constables.

DIGITAL POLICING PORTFOLIO – DII TARGET OPERATING MODEL

An update was provided on the Digital Intelligence and Investigations programme. The first phase of work will deliver a framework and target operating model and a second phase of work will deliver capabilities. These capabilities will not be mandated for forces but will be interoperable and designed to national standards that are secure and scalable.

The programme's actions have been determined by identified operational needs. These have in turn led to the considerations of delivery outcomes, capability, and specific work streams. The programme will also put training processes in place to ensure that the return on investment is maximised. The approach sought is ultimately one of consolidated capability building and management to avoid inefficient divergence. The programme team is cognisant of the potential for crossover with the Transforming Forensics programme and will mitigate against duplication through regular dialogue.

18. THE LAW ENFORCEMENT RESPONSE TO ONLINE CHILD SEXUAL EXPLOITATION AND ABUSE AND PROPOSALS FOR FUTURE ACTIVITY

Will Kerr and Simon Bailey presented the paper and explained that over the last four years there has been significant targeting of users looking at indecent images of children, with a good deal of success. The response going forward has to include industry involvement and disruption activity of high harm/threat individuals.

Will Kerr explained that the scale and nature of this problem has changed over the last few years. The dark web holds child indecent images and the volume of these images is extremely hard to manage. There is evidence that organised crime gangs are involved in this area because of its profitability. There is a need to take a whole system approach that is broader than just the 'pursue' element.

Recommendations 2.1 (a coordinated week of intensification each quarter) and 2.2 (the proposed asks of industry) were supported.

19. SERIOUS VIOLENCE STRATEGY

Scott McPherson outlined the positive response to the launch of the strategy from across party lines and externally. The approach is to understand why violence occurs, using evidence and analysis, and to look at what might work for the future. Scott McPherson summarised the increase in recorded violence of certain and considered that recording practice changes could account for some but not all of this increase. The problem is not unique to England and Wales. Drugs appear a significant driver and social media has also had an impact. He provided further detail of the demographic factors at play.

The strategy has four key areas:

- Tackling drugs and county lines, through a national coordination centre, communications activity and support for young people.
- A cross-cutting theme of early intervention and prevention, particularly in respect of knife crime and links to gang-related violence.
- A focus on the role of communities and local partnerships.
- Law enforcement and legislative action.

There is strong ministerial interest and oversight of this work with good representation from a range of fields and disciplines on the developing taskforce and sub-groups.

20. KEY FORENSIC SERVICES

Updates have been published on ChiefsNet regarding Key Forensics Services Ltd (KFS) which entered into administration exposing law-enforcement to significant risks.

Since January all forces have worked together and agreed some emergency measures to ensure continuity of provision. Other suppliers have been able to pick up a good deal of the extra demand. Following due diligence processes a suitable buyer has been identified and no forensic cases from forces

were compromised. Chiefs were informed that the structure and strategic approach to forensic markets in the long term would be reviewed. The Policing Minister has now agreed a terms of reference and commissioned a Home Office, APCC and NPCC joint review.

There is work ongoing amongst PCCs to ensure that financial resilience can be provided in the event of a similar occurrence in the future. Chiefs noted the update.

21. POLICE AVIATION UPDATE

Following agreement at the last Council meeting of the proposed approach to delivering against the HMICFRS recommendations, a national working group has been established under the lead of ACC Nav Malik. The following are represented on the working group including

Of the ten NPCC-owned recommendations, one has been delivered by virtue of the governance structures already in place within the NPCC and NPAS. The first deadline was to develop an interim aviation strategy and communications plan which has now been finalised with circulation expected by mid-May. The final eight recommendations are to be progressed with delivery of a full air operations strategy by April 2019.

Action: Aviation Strategy and update to be circulated to all chiefs by mid-May on ChiefsNet.

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

22. NATIONAL COMMERCIAL BOARD – NPCC FINANCE (closed)

23. ANY OTHER BUSINESS

The Chair urged chiefs to attend the Police Reform Summit on 7th June. The Chair also encouraged all chiefs to seek volunteers from their forces to apply for the national NPCC lead portfolio positions that are vacant within the coordination committees and referred to the current list published on ChiefsNet. Adverts will be sent out to all chief officers to apply for the chair positions of the NPCC Criminal Justice, Operations and Performance Management Coordination Committees on ChiefsNet.

Action: All three coordination committee chair positions will be published on ChiefsNet.

Francis Habgood updated chiefs on the latest claim relating to pensions, stressing that chiefs should ensure that they and their respective legal teams are sighted on this. A further update will be circulated

on ChiefsNet once more information is available. Francis Habgood also informed chiefs of the latest work around temporary targeted payment arrangements following the Police Remuneration Review Body (PRRB). A draft proposal will be circulated next month on ChiefsNet for formal consideration and comment. The portfolio has been working with staff associations to come up with an agreement that sets a national framework with local flexibility for their use.

James Vaughan discussed the transforming forensics business case which was published in February. He urged all chiefs to feed into the proposition published as the deadline is the 30 April.

The next Chief Officer Day would take place on 19th September and chiefs are encouraged to put forward any suggestions for session topics to Richard Hampson for collating.