

Chief Constables' Council Minutes

Wednesday 17 – Thursday 18 July 2019, London

Security classification: Official
Authors: Susan Paterson, Richard Hampson, Ben Gasson, Charmaine Laurencin
Force/organisation: National Police Chiefs' Council (NPCC)
Date created 29 July 2019

Attendees

AC Martin Hewitt	NPCC Chair
CC Andy Marsh	Avon and Somerset
CC Garry Forsyth	Bedfordshire
CC Nick Dean	Cambridgeshire
CC Darren Martland	Cheshire
Commissioner Ian Dyson	City of London
CC Richard Lewis	Cleveland
ACC Andrew Slattery	Cumbria
DCC Rachel Swann	Derbyshire
CC Shaun Sawyer	Devon and Cornwall
CC James Vaughan	Dorset
ACC David Orford	Durham
CC Mark Collins	Dyfed-Powys
CC Ben-Julian Harrington	Essex
CC Rod Hansen	Gloucestershire
CC Ian Hopkins	Greater Manchester
CC Pam Kelly	Gwent
CC Olivia Pinkney	Hampshire
CC Charlie Hall	Hertfordshire
CC Lee Freeman	Humberside
DCC Tony Blaker	Kent
CC Andrew Rhodes	Lancashire
CC Simon Cole	Leicestershire
DCC Craig Naylor	Lincolnshire
CC Andy Cooke	Merseyside
Cmsr Cressida Dick	Metropolitan Police Service
AC Nick Ephgrave	Metropolitan Police Service

Sir Stephen House	Metropolitan Police Service
AC Helen Ball	Metropolitan Police Service
AC Neil Basu	Metropolitan Police Service
AC Mark Simmons	Metropolitan Police Service
CC Carl Foulkes	North Wales
DCC Simon Nickless	Northamptonshire
CC Craig Guildford	Nottinghamshire
CC Winton Keenan	Northumbria
DCC Phil Cann	North Yorkshire
CC Matt Jukes	South Wales
DCC Mark Roberts	South Yorkshire
CC Gareth Morgan	Staffordshire
CC Stephen Jupp	Suffolk
CC Gavin Stephens	Surrey
DCC Jo Shiner	Sussex
CC John Campbell	Thames Valley
CC Martin Jelley	Warwickshire
DCC Amanda Blakeman	West Mercia
CC David Thompson	West Midlands
CC John Robins	West Yorkshire
CC Keir Pritchard	Wiltshire
CC Paul Crowther	BTP
DG Lynne Owens	National Crime Agency
DDG Steve Rodhouse	National Crime Agency
ACC Barbara Gray	Police Service for Northern Ireland
DCC Bernie O'Reilly	College of Policing
CC Simon Chesterman	Civil Nuclear Constabulary
DCC Fiona Taylor	Police Scotland
CC Andy Adams	MoD Police
Brig Vivienne Buck	Royal Military Police
Gp Capt David Wilkinson	Royal Air Force Police
CO Cdr Jack Hawkins	Royal Navy Police
Cmsr Ian McGrail	Royal Gibraltar Police
CO James Wileman	States of Jersey Police
CO Ruari Hardy	Guernsey Police
Cmsr Ian McGrail	Royal Gibraltar Police
CC Chris Eyre	Republic of Cyprus Police Force
CC Kypos Michaelides	Republic of Cyprus Police Force

In attendance for specific items

Det Supt Gareth Rees	NCTPHQ – Metropolitan Police Service
DCC Gareth Cann	NPCC – OCiP IMoRCC

Harvey Redgrave	Director, Crest Advisory Group
Eleanor Covell	Strategy and Insight Manager, Crest Advisory Group
Savas Hadjipavlou	Crest Advisory Group
Cl Luke Cole	West Midlands Police
Ch Supt Colin Surl	Programme Director, South West Region
Daniel Greeves	Home Office
Alex Hurst	Home Office
Jo Ashworth	Director, Transforming Forensics
Richard Brandon	Police Aviation Manager
DCC Nav Malik	NPCC – OciP IMoRCC
Hacer Evans	Director, Digital Policing Portfolio
Wayne Parkes	NPCC – OciP IMoRCC
Ian Bell	Chair, Police ICT Company
Jonathan Witt	Staff Officer, City of London Police
DCC Gareth Wilson	Chair, NPCC DEI Coordination Committee
Jo Noakes	Director of Workforce Development, College of Policing
Robin Wilkinson	Director, Metropolitan Police Service
Jason Masters	Spending Review Programme
Stuart Sterling	NPCC and Home Office Government Affairs Lead
Kenny Bowie	Director of Strategy, Home Office
Ch Supt Rachel Williams	Operation Uplift Programme

In attendance

Scott McPherson	Director General, CPMG - Home Office
Det. Supt. Charmaine Laurencin	NPCC Chief of Staff
Insp. Ben Gasson	NPCC Staff Officer
Richard Hampson	NPCC Senior Business Officer
Susan Paterson	NPCC Business Manager
Sherry Traquair	NPCC FOI and Decision Maker
Christian Bace	NPCC Digital Communications Officer
Chris Taylor	NPCC CT Communications Officer

09:00-18:00, 17 July 2019, London

OPEN SESSION

1. ATTENDANCE AND APOLOGIES

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

Mike Cunningham – College of Policing

Michelle Skeer – Cumbria Constabulary
Peter Goodman – Derbyshire Constabulary
Jo Farrell – Durham Constabulary
Alan Pughsley – Kent Police
Gary Roberts – Isle of Man Police
Simon Bailey – Norfolk Constabulary
Robert Beckley – Greater Manchester Police
Jack Hawkins – Royal Navy Police
Lisa Winward – North Yorkshire Police
Simon Byrne – Police Service for Northern Ireland
Sir Iain Livingstone – Police Scotland
Giles York – Sussex Police
Anthony Bangham – West Mercia Police
Scott Meredith – Royal Military Police

2. MINUTES AND ACTIONS FROM PREVIOUS MEETING

The minutes of the previous meeting held on 17-18 April 2019 were agreed.

Action item number 4.2.5 (17 April 19): Bill Skelly provided an update prior to the meeting. He reported that Chief Constables had asked for the survey to be deferred until the work on the FMS's had been submitted. In addition, the Committee were asked to explore the extent to which the service could use existing data. The Committee had identified one baselined data set (that reflected data from between 5 and 9 Forces across multiple functional business areas) which would be used alongside other existing data to provide a baseline for the exercise. The survey methodology has now been field tested in 2 Forces and while they did encounter some technical issues concerning the collation of data from the survey, the issues have been resolved. A further 5 Forces have expressed an interest in being part of the activity survey exercise and were keen to engage. The NPCC Performance Management Coordination Committee will roll out the survey over the next weeks and will bring full results back to the October council meeting. In addition, they will feed into the SR19 business case. – **Action open.**

Action item number 11 (17 April 19): An update was circulated to all Chiefs prior to the meeting on the 27 June via ChiefsNet on work achieved to date. The report has been deferred to the October Chiefs' Council meeting. – **Action open.**

STANDING ITEMS

3.1 Chair's Update

The Chair welcomed visitors to Chiefs' Council and Owen Weatherill in his new position as NPoCC lead. The following were congratulated on their recent appointment and honours:

- John Robins has been appointed Chief Constable, West Yorkshire Police
- Garry Forsyth has been appointed Chief Constable, Bedfordshire Police

- Richard Lewis has been appointed Chief Constable, Cleveland Police
 - Simon Byrne has been appointed Chief Constable, PSNI
 - Jo Farrell has been appointed Chief Constable, Durham Constabulary
 - Pam Kelly has been appointed Chief Constable, Gwent Police
 - Ian Dyson has been re-appointed as Chair of the NPCC IMoRCC Coordination Committee
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- Dame Sara Thornton – DBE
 - Sir George Hamilton – KBE
 - Mike Barton – CBE
 - Mark Hamilton, PSNI – OBE
 - Robin Wilkinson, Metropolitan Police – OBE
 - Jane Connors, Metropolitan Police – QPM
 - Stuart Cundy, Metropolitan Police – QPM
 - Michael Griffiths – QPM
 - John Robins, West Yorkshire Police – QPM
 - Stephen Watson, South Yorkshire Police – QPM
 - Alec Wood – QPM

The Chair provided his update, initial observations about the current changes in Government and the commitment to recruit 20,000 police officers (over the next three years) which he believed would transform the policing operating environment and was a generational opportunity to improve diversity. The Chair then reiterated the governance arrangements. As Chair he would be the police lead for the recruitment programme working with Home Office and College of Policing colleagues. DCC Janette McCormick, from the College of Policing, would be leading on the day to day work. In addition, a permanent planning and delivery team was being put in place to support the programme bringing together the expertise from different fields. Discussions on resourcing had taken top priority with meetings held with the Home Secretary and Policing Minister. Chiefs discussed the commitment to significantly increase police officers and said they were encouraged that this should help to curb the current trend in increasing crime and demand.

Chiefs then discussed the main challenges and factors creating significant increase in demand on policing. They agreed a collective letter should be sent to the Home Secretary seeking an opportunity to discuss these issues further and asking for support in the following three key areas:

1. Maximising the opportunity (presented by the creation of the Policing Board) to enable joint collaborative work to set clear long-term priorities for operational focus and investment.
2. Funding and support to enable the service to recruit the uplift in officers within a three-year period.
3. A systematic approach to the criminal justice system. There was consensus that although the increase in officer numbers would help with current demand, it would also generate more pressure on investigators and the justice system.

Action: NPCC Chair to write to the Home Secretary outlining points above on behalf of all Chiefs.

The Chair then discussed the introduction of the new conference call with Regional Chairs which has been built into the new Chiefs' Council submission process. The new process would allow for transactional business to be agreed outside of Chiefs' Council which would help prioritise discussions at Council meetings. This in turn would allow for more informed debate and substantive discussions around subjects impacting upon policing.

The NPCC internal communications and engagement survey has been circulated to all Forces and the Chair requested (if not already) for all Chief Officers to complete this and provide their feedback which is valuable to shaping future strategies. A proposal from the results of the survey will then be shared with all Chief Officers as soon as it's completed.

Action: Results of the internal communications and engagement survey and subsequent approach to be shared with all Chief Officers.

The Chair said that the focus of the central office, since the last meeting, has been to review the current structure to help meet the overarching plan on the most significant priorities that need to be delivered. A number of new staff have joined the office working on, the spending review, serious violence work and uplift programme. These include Stuart Sterling from the Home Office as Government Liaison lead, Jason Masters from Leicestershire and Rachel Williams from Avon & Somerset (both of whom were working temporarily on the spending review environment focusing on Criminal Justice outcomes). Andrew Wilson will also temporarily join the NPCC team from Northamptonshire Police. The Chair informed all Chiefs that he was keen to get more senior police officers into the Home Office and working on these national programmes, and would provide more secondment opportunities going forward.

Over the past couple of months there had also been a focus on building key relationships and managing stakeholders. Conversations has taken place with partners such as the HMICFRS, College of Policing, National Crime Agency and Home Office.

NPCC Delivery Plan 19/20 Update

The Chair reported to Chiefs that the NPCC delivery plan for 19/20 was under review and a further update would be brought back to the October Chiefs' Council meeting.

Action: Update to be provided at the October Chiefs' Council meeting.

3.2 Items for Decision (Pre-Circulated)

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

3.2.1 Asset Tracking of Armed Resources

Chiefs agreed the paper.

3.2.2 Digital Evidence Transfer Service Project

Decision for this paper is recorded at item 6 within the minutes.

3.2.3 Digital Case File Project

Chiefs agreed the paper.

3.2.4 Code of Practice on Armed Policing & Less Lethal Weapons

Chiefs agreed the paper.

3.2.5 Guidance for SIOs & Firearms Commanders

The paper was approved for national roll out and the author was asked to liaise with the London region to provide clarity on the points made via the regional feedback.

Action: Author to liaise with the London region to clarify how sensitive intelligence should be recorded and disseminated and further detail in regard to dynamic operations and procedures for Tactical Firearms Commanders (TFCs).

3.2.6 Taxation of Covert Human Intelligence Source - Rewards

Chiefs agreed the paper.

3.2.7 Gangmasters and Abuse Authority – Exhibit Storage

Chiefs agreed the paper.

Action: Author to speak with the East Midlands, West Midlands, Eastern and London regions providing clarity on how property would be managed, accessed, and volume that is likely to be stored.

3.2.8 National Fraud Policing Strategy 2019-2022

Chiefs gave qualified support for the strategy and requested the author address the regional concerns highlighted on costs, demand and capacity on Forces for implementing the strategy.

Action: Author to speak and provide clarity to the concerned regions.

3.2.9 National Custody Training Provision Paper

The Chair of the Criminal Justice Coordination Committee raised the issue of consistency in custody training provision and the paper outlined options working in collaboration with the College of Policing to address the gap in consistency.

Accreditation, licensing, and specialist qualifications were suggested as a means to ensure a standardisation of police custody. The lead highlighted the risks outlined in the Dame Elish Angiolini report and why national accreditation would provide greater consistency in training to staff including

in areas such as intoxication, medical input, de-escalation techniques, mental health and discrimination. Forces currently deliver their own training programmes or outsource their development and provision to a local provider.

Chiefs discussed the evidence provided by the College but favoured refinement of the paper as the current local/regional approach has benefits around localism, variations in criminal activity by locus and in catering for individual force resource/cost profiles. Chiefs were content for the College to set some learning requirements but were unconvinced of the need for national accreditation at this present time.

Chiefs were concerned around the availability and length of the courses. Additionally they discussed the fact that there is no flexibility around local delivery of the courses due to national accreditation.

Action: Paper to be brought back to the October Chiefs' Council meeting once the concerns from the feedback has been reviewed and further scoping has taken place.

The paper was not supported.

3.2.10 The Impact of Non-Recent Investigations

Some Forces highlighted they had no issues recruiting, training, and retraining detectives but for other Forces they were experiencing difficulties with these processes and this would take time to resolve. A number of Chiefs supported a bank approach where those Forces who have a skills gap and issues retaining and recruiting detectives pay into this type of service. Chiefs discussed the current demand/cost levels on these types of investigations and recommendation 3 in respect of dealing with deceased subjects.

The lead highlighted support for the paper to be reflected in the spending review and will liaise with the team to see how this can be taken forward.

Chiefs supported the paper.

3.2.11 National Staff Bank – PIP 2 Accredited Investigators

The lead reported against the feedback provided by Forces around costs and employment informing Chiefs the actual running costs were potentially quite low and the employment being by Forces.

Chiefs showed interest in taking this work to the next phase and to move the development forward. All proposed feedback would be included in the next phase of development and linked to this a review for a bid around non-recent/mobilisation into the spending review.

Chiefs supported the recommendations within the paper on the basis of doing more commercial work to ensure Forces are managing existing relationships with agencies as effectively as possible and to build a costed proposal based on the recommended NPoCC option to build and maintain a database.

Action: Paper to be presented at the October Chiefs' Council meeting.

3.2.12 Enforcement of Electronic Monitoring

The Chair of the Criminal Justice Coordination Committee provided an update on the statutory Electronic Monitoring (EM) location monitoring service being introduced across England and Wales by the Ministry of Justice (MoJ). The MoJ EM Director wrote to all Forces yet to indicate support for the Court imposed bail cohort.

Since the last update in April the MoJ has introduced a senior stakeholder board on which DCC Stratford as NPCC lead represents the service. The national working group has identified points of contact in every Force and is coordinating roll-out through a network of regional leads. Currently 21 Forces are live for court imposed bail cohorts with 5 more due to go live this month. Location monitoring for all other cohorts would be completed by 19 August.

Chiefs discussed current percentages of live court bail orders across the 21 live Forces and data on current volumes. Clearly, the NPCC wants to work jointly with all partners to harness this technology to improve offender management and safeguard communities; however, Chiefs stressed the need to ensure the inherent risks discussed are effectively mitigated.

Chiefs supported Forces working with the MoJ.

Action: The NPCC Chair and Head of NPCC Criminal Justice Coordination Committee to write a letter to the National Criminal Justice Board highlighting limitations of agreement.

3.2.13 Transforming Forensics Programme

Chiefs acknowledged there are challenges in this new way of working, but there was consensus that it is sensible to bring individual forensic providers together so they can work as part of a network, which will help to ensure high quality standards. The lead outlined the Forensic Capability Network (FCN) prospectus providing clarity on the capabilities and associated benefits it will offer. The publication of the Home Office's Joint Review of Forensics and its affiliated implementation plan (published 2019) show the Home Office see the Transforming Forensics Programme as a key part of the response to the review findings. The priority remains to secure funding through the next spending review.

Transforming Forensics (TF) has built operational business as usual capability within the FCN that, without any confirmed security approaching the end of the financial year, presents significant challenges. The lead informed Chiefs he would be speaking at the next Association of Police and Crime Commissioners (APCC) general meeting to discuss current issues and priorities.

Chiefs agreed to support the continuation of work for the programme which seeks to strengthen current police forensic provision, and address the causes of recent crisis in the forensic marketplace. A single national strategic response was agreed as the required approach, but Chiefs requested greater clarity and reassurance for future funding of the FCN.

Action: Work will continue with the NPCC lead to identify funding options and determine individual force contributions.

3.2.14 Police Aviation National Strategy

Chiefs discussed the Police Aviation National Strategy and Operational Requirement on how the service keeps evolving the way helicopters, aeroplanes and in the future drones will be used in operational activity. All Chiefs agreed that air support helps the service to search for missing people, trace suspects and support major operations. Overall Chiefs wanted a user requirement and service which is fit for purpose and would deliver the most operationally flexible and cost effective solutions.

Chiefs agreed the new police aviation strategy and user requirements.

Action: At the January 2020 Chiefs' Council meeting, the lead will present to Chiefs a review of proposed improvements to current NPAS arrangements including governance, funding and the management of the service.

Action: Chiefs to identify individuals to support the task and finish group to undertake the review work and feed nominees to lead.

4. VIOLENCE AND SERIOUS CRIME

Dave Thompson introduced this session by talking about violent crime in West Midlands in February that illustrated the seriousness of the knife crime problem. He said West Midlands had found that robbery and physical fights often preceded the use of knives and that the Forces' focus was on perpetrators aged under 25.

Dave Thompson introduced Luke Cole, who is a Chief Inspector working on the violence program at West Midlands, who summarised the Force's response to violent crime, including how they had used additional government funding provided to the Force. West Yorkshire had also received government funding and had used it to surge resources into proactively tackling violence.

Chiefs commented on the following:

- Domestic crime should be included within the serious violence program.
- It is important to be gathering evaluation information to understand best practice.
- Multi-Agency partners are not receiving funding and long term co-ordination with partners is required.
- A 12-month funding period is too short and a longer period would be preferred. Section 60 Stop and Search Powers need to be carefully considered with community impact part of the decision-making.

Dan Greaves, Crime Director, and Alex Hurst, Head of Serious Violence Priority Projects Unit, Home Office, made the following points:

- They recognised that Chiefs have concerns around the 12-month funding period for the surge and violence reduction program.

- The Home Office have used a similar methodology that the NHS used to identify the Police Force areas that needed to be targeted and receive funding. The same areas used for the Violence Reduction Units (VRU) were also used for police surge.
- Success will be measured by a reduction in violent assaults where a knife or sharp object was used. A reduction in knife enabled serious violence among those under 25 and all non-domestic homicides.
- The evaluation will look at what was most effective, including completing a problem profile.
- The Home Office understands the challenges around recruiting a large amount of police officers in a short time period.

Chiefs provided the following feedback:

- Chiefs were content with the public health approach to policing violence but wanted to know if the Home Office had considered regulatory regimes to make sure they are cohesive across public sectors.
- Chiefs asked how the framework would be set up to deliver a whole system approach including having active leadership across government.
- Having a joint strategic assessment between public sectors could be useful.
- Chiefs raised issues on funding allocation and pointed out the using the NHS boundary areas will be different to the boundary areas for policing.
- There is a need to focus supporting young people who are socially deprived and the link to drugs and self-harm should be included.
- Chiefs feel it is important to have a problem-solving approach over the long term, and that police legitimacy and a representative workforce will help us work effectively with affected communities.
- It is important to include the education sector because violence occurs during and after school time.

Action: Chair to liaise with Jackie Sebire on arrangements to enable the continued sharing of learning on the response to serious violence including the use of symposia.

Action: Chair to liaise with Jackie Sebire and Stuart Cundy on development of NPCC response for the timely supply of homicide information for England and Wales.

5. CT POLICING, EXTREME RIGHT WING AND RIGHT WING TERRORISM UPDATE

Neil Basu gave an update on the recent incident involving the leaked diplomatic communications and reported on the current counter-terrorism position.

He explained he and Martin Hewitt had met with the All-Party Parliamentary Group on Islamophobia to discuss police concerns about some elements of the current drafting of a definition of Islamophobia. They had reached a good understanding and the APPG had addressed police concerns. Further written correspondence would confirm the outcome of the meeting.

Neil Basu gave his slide presentation covering ACT training, the national recruitment position which is much improved at 89% FTE, and thanked Chiefs for their support. He said to date there have been 3500 views of the Spot the Signs video. He provided an update on the London Bridge Inquest and gave some key statistics around the number of investigations, subjects of interest, and positive recent results in terms of prosecutions.

Gareth Rees, Head of Counter Terrorism Policing National Intelligence Unit, described the types of right-wing ideology and the spectrum on which they sit. He described some of the key differences between right-wing and Islamist terrorism. He talked through some of the statistics in terms of ongoing work and put questions to Chiefs about how they can raise awareness around prevent activity in their Force.

This section has been marked as closed

6. ICT NATIONAL TECHNOLOGY AND STRATEGY SESSION

Ian Dyson opened the presentation by introducing the ICT National Technology and Strategy Overview. He described the current challenges around data protection, ethics, the ICO and the landscape of new technology.

Wayne Parkes, from the National Police Technology Council, gave a presentation on the digital strategy review and the spending review investment cases that have been submitted.

Hacer Evans explained that the digital platform should provide a seamless citizen experience that addresses harm by embedding a whole system approach and empowering the private sector. Ian Bell from the Police ICT Company gave an overview of ongoing work within the company.

Kier Pritchard gave an overview of ESMCP program and provided an update on the current national position. He introduced Colin Surl, Programme Director for the South West Region, who described the work being undertaken at a regional level to roll out ESMCP. He encouraged Chief Constables to be intrusive around the work that is going on in their region.

Ian Dyson continued with a brief presentation on NLEDS and PND. He handed over to Tony Blaker who gave an update on DETS, presenting future proposals to Chief Constables and looking for their support.

Chiefs expressed concern that ICT experts within forces do not feel they have been sufficiently engaged with during the development of the technology strategy and a question was raised about how supportive government are of the strategy. Ian Dyson encouraged further engagement from forces and assured chiefs that views from government partners have been considered and incorporated into the strategy.

The issue of convergence with ICT across Forces was raised and Chiefs asked if it was feasible for Forces to stop procuring technology. Ian Dyson confirmed that convergence is an underpinning part of the strategy although realistically all purchasing by Forces cannot be controlled centrally. He

offered assurance that the National Technology Council should address some of these concerns, although he acknowledged that further confidence must be built around this process.

The issue of the Service's commercial maturity was raised, with questions around speed of change and commercial capabilities, accepting that a market scanning capability is referred to in the strategy. Ian Dyson agreed that commercial capability requirements at the centre do need to be properly considered, and suggested that the ongoing work around national capabilities will be critical to IMORCC.

This section has been marked as closed

Decisions Taken:

DECISION: ESN - Council notes support for ESN team but strong views from Council that the stance to Home Office **in terms of operational requirements must be firm**

ACTION: ESN - ESN team to provide clarity on the testing regime and who is undertaking the testing

DECISION: DETS - Agreement for the continued development of Common Interface Standards

DECISION: DETS - Agreement for the completion of DETS pilot sites

DECISION: DETS - Agreement for the preparation of a business case outlining an integrated multi-media management system as proposed by Tony Blaker

Council has delegated authority to Ian Dyson's to make decisions as SIRO in relation to encryption & to send the jointly signed letter.

ACTION: Ian Dyson & team to link directly with MPS regarding feedback and concerns on digital strategy.

7. POLICE DEMAND

Harvey Redgrave from Crest Advisory, gave a presentation on police demand based on research that his organisation carried out. He covered their approach to modelling police officer hours against demand hours, deployment models, crime trends, outcomes and the implications for the police of increasing or decreasing their response to certain demands.

Gary Forsyth explained that his Force has worked alongside Crest Advisory while they were carrying out priority-based budgeting and he now is more confident about the implications on service delivery of different resourcing decisions.

A discussion followed on problem solving, reduction activity and the involvement of other agencies in reducing demand. Chiefs asked how this work aligns into the Home Office's Frontline Review were made.

There was a discussion on the the political debate about increasing the number of police officers by 20,000 and the dangers of limiting the discussion just to officer numbers when there are clear

systemic issues still to be addressed. Martin Hewitt commented that the NPCC is making a very clear case to the Home Office about this issue, although whatever the systemic issues, a new Prime Minister is likely to want to see an increase in the number of police officers. He added that we must continue to be clear about what outcomes we want to achieve whatever level of new investment there is.

Bill Skelly reassured colleagues that national work is already underway in relation to understanding demand and providing better analytical tools to Forces.

8. NATIONAL COMMERCIAL BOARD

Dave Thompson introduced this item saying the purpose of the paper was to focus on outlining how the police carry out procurement and said the Treasury support the proposal for a national procurement capability.

He explained if the funding is granted it will allow policing to purchase a procurement capability including having product line specialists. This will create a procurement buying arrangement in line with the government.

Dave Thompson explained that it will not be possible to transition the shared service model throughout Policing. Convergence has been estimated to be five years away due to the the contract lives that are currently in existence.

Dave Thompson asked Chiefs to support the proposal to create a new operating model for commercial and shared services through the establishment of an entity called the Police Commercial Organisation (PCO). The proposal is to attach the PCO to the existing ICT company.

It was explained that Policing has met the £350 million efficiency saving target (which includes procurement savings). However, there is an additional £100 million pounds of cashable savings required. Currently policing has achieved 40 million pounds worth of saving but there is 60 million still outstanding. In order to manage the commercial market, specifically the suppliers, Policing will have to reform how it works.

The overall cost of the PCO will be approximately 5 million over the next three years and this, hopefully, will be funded by the Home Office. It has been estimated that having a PCO will generate approximately £180 million and to oversee these benefits there will be a working group set up. Overall the PCO will enable a commercial procurement resource across Forces.

Next week the PCs will have sight of the paper so it will be useful to have an M PCC position on the.

Chiefs raised the following points:

- PCC will be concerned with potential job losses, issues of social responsibility and ethical procurement considerations.
- Could benchmarking of Forces shared service models IT procurement be carried out.
- Consideration needs to be given to where the PCO centre will be located - placing the services in other parts of the UK could bring further savings.
- There needs to be clarity on how the funding levels will be met by the Home Office.

DECISION: National Commercial Board – **Council is supportive of the business case & will receive further details on funding & structure in the autumn**

9. REVIEW OF DECISIONS AND WRAP UP - See circualted decision and action table

Day 2: 09:00-14:00

18 July 2019

10. SPENDING REVIEW

Kenny Bowie provided a summary of his presentation and this covered the spending review (SR) bid including the timeline and core pillars designed to deliver the SR19 ambition.

He confirmed the spending review will start potentially in September, that there will be both a Counter Terrorism and Serious Organised Crime element included in this. However, there is no confirmation of the duration, i.e., one year roll-over or three years.

There are a number of different Home Office departments that need to link into this process and there is an OGD engagement for SR19 to provide this.

Kenny Bowie talked through the principles of building a smarter system saying that as part of this there is a need to have a better support network, strong joined up governance, data and understanding the future requirements.

He explained that there is a 10% target estimated for efficiency and productivity. This will assist in increases to the frontline and support the proposals on increased capacity and capability of Police Officers.

It is important to understand demand and what the balance is for different types of policing areas such as territorial policing and counter terrorism. Linked to this there is also deliverability i.e. what recruitment model needs to be in place to get 20,000 officers processed. In relation to finance, Kenny Bowie explained that he is working with Dave Thompson to look at the cost requirements such as fleet, people, etc. to achieve this uplift. He also said there is a possibility of joint funding bids for areas such as Transforming Forensics, Serious and Organised Crime. Counter Terrorism should be focussed around maintaining policing capability.

The challenge for digital and data capabilities is around growth, and this need to be mapped across to Serious and Organised Crime. There is a strategic shift to prevention and other specialist functions including working with the CJS on offender's rehabilitation. He said the Violence Against Women and Girls bill may be passed soon and there will be a need to look at legal commitments to address this.

He explained the review will include better support for the front-line officers through the National Police Wellbeing Service. Finally, he mentioned the digital learning and knowledge base and said that this will look at upskilling to deal with crime types such as digital fraud.

The next steps are to develop the narratives for the spending review bid and working with police to give a view from all partners in CJS.

The following discussion points were raised:

- A comprehensive list of all SR bids from policing would assist in co-ordinating their approach and how likely will there be a multi-year settlement.
- There is a need to collate the whole set of police requirements from Counter Terrorism, Specialist and Organised Crime and local policing and this needs to be linked to all areas.
- What is the security for funding for the transforming forensic programme? There are a number of PTF bids that are due to end - confirmation about the timing of new funding streams is required.
- The Home Office is looking at how funding will support a whole and smarter system approach including prevention.
- The Policing Minister confirmed that the uplift must be representative and focus on attracting talent using an evidence base and workforce planning will to drive this.
- There is a need to get the government to confirm what the expectation, priorities and deadlines are.
- What is the desire for research and development for technology?
- Will Maritime be included in the SR prioritise?
- Is there an evidence based supporting the uplift and will this help to reduce crime?
- Will the CPS be reviewed to understand their impact on bring offenders to justice?

11. WORKFORCE SESSION

Pay and Conditions

Matt Jukes presented to Chief Constables on pay reform. He first provided an update on the McCloud Pension Challenge, stating that a ministerial announcement suggests that the police pension transition is being treated in the same way as the similar judiciary and firefighters' challenges. He explained that Chief Constables now have the option not to take action but to observe the outcome and remedy in respect of those other challenges, or engage at this early stage, albeit that would involve some upfront cost to the service.

Chiefs discussed the importance of this issue to staff and suggested that as the employer policing should now be involved.

Chiefs unanimously supported the position that there should now be early engagement on the issue.

Matt Jukes continued with his presentation describing the programme of work around pay reform, the timelines being worked to and some aspects of the transition arrangements between old and new pay arrangements. He presented recommendations to Chiefs which he asked them to support.

This section has been marked as closed

Matt Jukes moved onto the issue of fixed term appointments at Deputy Chief Constable (DCC) rank. He presented data from a survey which suggested that the majority of Chief Constables support the proposal to remove fixed term contracts for DCCs.

Some Chiefs expressed a lack of support for the proposal to remove fixed term contracts, emphasising the value they gain in terms of succession planning. Some suggested that no evidence has been put forward from the staff side, and there are concerns about the reliability of the survey data which shows that the majority of Chief Constables support the proposal.

A number of Chiefs agreed that the contract is unfair, particularly for those Chief Officers who now have longer careers than has been the case in the past, however, concern about the binary nature of the proposal being put forward was expressed, suggesting that the flexibility to have longer contracts may be preferable.

Andy Rhodes spoke on behalf of CPOSA, expressing caution about delaying this issue further despite the survey of Chief Constables showing that the majority feel that fixed term contracts should be removed. He requested an opportunity to formally put forward the views of those he represents at a consultative forum if the decision is not made.

Martin Hewitt summarised that an agreement has not been reached in this meeting. He acknowledged that the data available appears to be incomplete and the priority must be clarifying and sharing the positions of both the staff and the employers' side.

Action: Martin Hewitt, Matt Jukes and Andy Rhodes meet to discuss each side's position and consider a way forward.

This section has been marked as closed

Roundtable on Tenure

A further update to be sent to all Chiefs on the current position via ChiefsNet after the next meeting on the 14 August.

NPCC Representation

Gareth Wilson explained that there will be a HMICFRS inspection and this will look at both gender and race disparity in Forces. He also said that staff network feedback still indicates these issues are not being prioritise and Chiefs need to champion this area. He suggested Forces embed the NPCC workforce representation, attraction, recruitment, progression and retention tool kit by the autumn.

It is important to understand the cultural change going on currently and therefore there is a need also to implement a staff survey to capture these issues and will provide collective learning.

There was a discussion at the last Chief's Council in relation to gender at Chief Constable rank. There is now a term of reference and Gareth Wilson said he wants an evidence base to support discussions with PCCs and the Home Office. Additionally, he wants to look at the issue of BME visibility to.

A meeting was held by the NPCC Chair to discuss the decreasing numbers of women at Chief Constable rank. It was agreed research will be commissioned through a series of focus groups with 9 Forces with a funded proposal returning to Council for approval. This would provide an evidence-base to develop an action plan. There was concern that the previous action plan on the issue of female representation had not progressed enough. Gareth Wilson explained that there have been discussions with the College of Policing and it was agreed there needs to be a refresh of the evidence.

To progress getting an evidence base, the National Centre for Social Research has been asked to provide an estimate costing to carry out 9 focus groups across Forces. This will be restricted to Police Officers and Gareth Wilson will identify the funding for this work and will bring back a proposal to the next Chiefs' Council.

There was a question around how positive discrimination or action guidance could be used to assist in progressing better representation.

Gareth Wilson said he wanted to carry out the research focusing on gender, BAME and a control group. This will ensure that the issues they put forward will be robust.

The Chair said there was a need to keep the momentum on this issue and at the last Chiefs' Council there was going to be a press release making a clear statement by the NPCC and this will be carried out before the APCC conference.

Action: Gareth Wilson to return with a full plan in October Council.

Action: Chair to consider & issue clear statement on the need for action in terms of representation at all NPCC levels and particularly female Chief Constables.

PEQF

Bernie O'Reiley from the College of Policing (CoP) apologised that Mike Cunningham could not attend this Chiefs Council to provide an update. He explained that this programme was first introduced over four years ago, and that there have been a number of changes in the policing landscape since its original conception. The issues are currently about affordability, timing, and

capacity. The IPLDP will end in 2 years and the College is actively looking to extend IPLDP. The College understands the challenges that Chiefs are facing both around attracting recruits and the potential uplift recently announced.

Some Forces fed back that they have concerns with potential changes to the agreed requirements as they have already committed to training contracts that do not allow for change, and additionally, the proposed uplift would cause further challenges to Forces. The College said they have noted these concerns and they will carry out a consultation to understand the specific issue Forces are experiencing and asked if it was possible that Forces run the IPLDP alongside the PEQF program.

The College confirmed that there are 11 Forces running the PCDA program, 5 Forces have implemented the degree program. The College know there are issues around abstractions and they are working to get a model that will overcome these issues.

The College asked for views from Chiefs who made the following points:

- Some Forces have already started the programs and have identified challenges both around cost of delivery, capacity, abstraction and deployability.
- Some Forces said they would welcome a twin track approach and others preferred that the IPLDP is extended and there is flexibility.
- There is an opportunity for Forces who have adopted the new model to share learning and resources to assist in Forces as a whole to succeed.

Forces are supportive of the PEQF program but some Forces are facing various issues around implementing the program and there is a need to get the correct communication out to Forces to reassure officers and the public.

The Chair summarised the discussion saying Chiefs are supportive of this training model as the mechanism to recruit people into the service. There is learning from early adopters and this needs to be shared – what is the formal process to support Forces and share the learning to assist during the transition period? There is a need for the College to talk with individual Forces around the different contractual arrangements and the uplift is a challenge and opportunity for Forces. There is a need to understand what the impact of the uplift will have on Forces. Communication is very important around how the College is managing the transition.

Decision: Chiefs identified that there were force concerns over implementation of PEQF. Council recognised that College will work with Forces to assess whether there are specific Force by Force requirements requiring a variation of implementation date.

Action: Martin Hewitt asked the College to provide a clear documented outline about the proposed consultation process to gain written views of Forces.

Action: The potential for 20K recruits presents substantial challenges for Forces. College will need to work to assess the implications of this on the PEQF.

Action: College is reviewing the size and capability of the implementation team and Forces asked to consider assisting
22

Police Staff Council Update

Matt Jukes explained that there is a need to invest time and resources into reviewing the Police Staff pay structure.

Action: Matt Jukes and Bill Skelly to meet to move forward the work and publish an update to all Chiefs via ChiefsNet.

12. ANY OTHER BUSINESS AND SUMMARY OF DECISIONS & ACTIONS - See circualted decision table

None

13. HOME SECRETARY UPDATE

The Home Secretary and Policing Minister remained in Parliament for a vote and so were unable to attend the meeting. The Home Secretary send a short video which Chiefs viewed after which the meeting ended.

DATE OF NEXT MEETING - The next meeting will be held on **2-3 October 2019**.