



Delivery Plan 2018-19

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Foreword

Policing is experiencing an unprecedented period of change and transformation. The service is facing new challenges and threats with less resource and there is increasing need to work collaboratively with other agencies, nationally and internationally, and to aggregate capability across forces to deliver the transformation required. The police service will need to evolve to equip itself to face these challenges, and it will need to develop the capability and resource to exploit emerging technologies to ensure the public are protected and receive a service relevant to their needs.

The police task is becoming increasingly unpredictable and poses many new challenges requiring a more sophisticated response. Globalisation is accelerating and communities are becoming more diverse and complex. The political landscape is changing with new legislation, proposals to devolve more powers to locally elected mayors and internationally with Brexit and issues posed by migration. There is a challenge to the service from new and emerging crime types which need appropriate responses. “High harm” crime such as child sexual exploitation and domestic abuse are complex and resource intensive and create new challenges for officers and staff.

The police service needs to develop new tactics and capabilities to counter threats posed by globalisation and emerging technologies. Serious and organised crime generates new risks (e.g. human trafficking), and terrorism has become fragmented and harder to combat. Criminal and terrorist networks are taking advantage of globalisation and increasingly transactions take place online. The issue of cybercrime is growing, it is diverse and borderless.

The public expects the police to protect them from harm. In order to address the new challenges with less resource and without reducing the quality of service, the service needs to transform the approach to policing. The *Policing Vision 2025* addresses the challenges and threats and looks to exploit new technologies, the changing political environment and cross agency opportunities to deliver the policing mission.

The 2017/18 Delivery Plan is designed to support the *Policing Vision 2025* and reflects decisions made by Chief Constables’ Council and the six functions of the NPCC. In doing so, the Delivery Plan sets out the priorities for the National Police Chiefs’ Council (NPCC) for 2017/18.

This Delivery Plan is intended to complement national work undertaken by the College of Policing, Association of Police and Crime Commissioners, Home Office, and other law enforcement agencies to ensure a coordinated national response to the challenges faced by policing, intelligence agencies and the wider law enforcement community.

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1. The National Police Chiefs' Council

The National Police Chiefs' Council (NPCC) helps the police cut crime and keep the public safe by joining up the operational response to the most serious and strategic threats. Focussing on operational delivery and developing national approaches on issues such as finance, technology and human resources, the NPCC works closely with the College of Policing, which is responsible for setting standards of professional practice, and the Association of Police and Crime Commissioners.

The NPCC has the following functions:

- Co-ordination of national operations including defining, monitoring and testing force contributions to the Strategic Policing Requirement working with the National Crime Agency where appropriate;
- Command of counter-terrorism operations and delivery of counter-terrorist policing through the national network as set out in the S22A agreement;
- Co-ordination of the national police response to national emergencies and the mobilisation of resources across force borders and internationally;
- National operational implementation of standards and policy as set by the College of Policing and Government;
- Working with the College, development of joint national approaches on criminal justice, value for money, service transformation, information management, performance management and technology;
- Working with the College (where appropriate), development of joint national approaches to staff and human resource issues (including misconduct and discipline) in line with chief constables' responsibilities as employers.

Chief officers support the NPCC by taking responsibility for crime and policing issues from a national operational perspective. This work is managed through Chief Constables' Council which provides the key decision-making forum for operationally independent Chief Constables to meet and agree common approaches and coordinate national responses.

The decisions made by Chief Constables' Council are progressed through eleven coordination committees, each led by a chief officer. Underneath these broad categories chief officers take the lead on specific issues. For example, under the Crime Operations Committee there are individual leads for domestic abuse, rape, drugs and cyber-crime.

The committees are:

- Crime operations
- Criminal justice
- Equality, diversity and human rights
- Finance
- Information management and operational requirements
- Local policing and partnerships
- Performance management
- Counter Terrorism
- Operations
- Workforce

- International

The coordination committees work closely with the College of Policing to assist in the development of professional practice for police officers in different areas of policing. Representatives from the Government and other stakeholders in the criminal justice system and third sector are also involved in the committees' work to ensure a range of perspectives are considered.

The annual delivery plan is agreed on an annual basis and presents the key ambitions for the year. The purpose of the plan is to support:

- prioritisation of activity
- implementation of change work through consistent approaches
- dependency management
- identification and management of risk at a collective national level
- transparency, accountability and governance.

This delivery plan will form the basis of quarterly reporting to the Audit and Assurance Board.

2. Policing Vision 2025

The Policing Vision 2025 sets out why and how the police service needs to transform by 2025. It sets out the plan for policing over the next ten years. It will shape decisions around transformation and how resources are used to help to keep people safe and provide an effective, accessible and value for money service that can be trusted.

This vision comes from the service itself, having been developed by operational policing, Police and Crime Commissioners, the College of Policing, Staff Associations, and the NCA – all of whom will have a part to play in its delivery. It is about more than making savings or incremental reform; the ambition is to make transformative change across the whole of policing. The public, and improving policing for them, are at the heart of the vision.

The mission of policing remains consistent, and is enshrined in the statement of common purpose and values, although how this will be interpreted in terms of priorities will change over time in response to external developments. The mission is:

to make communities safer by upholding the law fairly and firmly; preventing crime and antisocial behaviour; keeping the peace; protecting and reassuring communities; investigating crime and bringing offenders to justice.

Policing will be delivered by a professional workforce equipped with the skills and capabilities necessary for policing in 2025. The service will embed consistent, professional practice that is ethically based and informed by a shared understanding of what works to deliver public value.

Reducing crime and protecting the vulnerable are core priorities for the police service. To achieve this, the service must increase partnerships within the community and with other service providers, protect the rights of victims and engage community-led policing to reduce demand.

Transformation must inspire officers, staff and volunteers and develop the flexibility and capability required to adapt to change. Services will be offered at national, cross force and local level,

integrated and strengthened by collaboration with partners from the public, private and third sectors, as well as the devolved administrations.

Police reform will be underpinned by the principle of policing by consent and shaped through a commitment to democratic accountability through elected PCCs and, where they are responsible for policing, mayors elected through devolution deals. The local delivery of policing will be articulated through local police and crime plans to reflect the diverse needs and priorities of communities.

The NPCC annual delivery plan directly supports the realisation of the *Policing Vision 2025* and is structured around five “reform strands”:

- Local Policing
- Specialist Capabilities
- Workforce
- Digital Policing
- Business Enablers

This Delivery Plan has been developed to reflect the eight outcomes of the vision. By doing this, the plan ensures a cross cutting approach that mitigates against a potentially “siloed” approach within the five strands. The outcomes reflect what policing will look and feel like by 2025:

- **Communities and Crime** – Increase in proactive and preventative policing and partner interventions to protect citizens, support the vulnerable, and help build more cohesive communities
- **Countering Threats** – The intelligent deployment of local resources and our networked specialist capabilities counters both current and evolving crimes to keep the public safe.
- **Citizen Experience** – Citizens receive a consistently high quality service across a seamless, modern channel set that integrates both digital and traditional methods.
- **Data and Analytics** – We capture, analyse and share data at speed within polices as well as between forces and partners which improves our decisions and service delivery.
- **Technology and Digital** – Core infrastructure, digital platforms and tooling enhance colleague experience and improve frontline services across the breadth of policing and justice activity.
- **Enabling Services** – We have consolidated, professional back office services that maximise opportunities to share workload and achieve economies of scale across forces and partners.
- **Integrated Delivery** – We deliver integrated services across police forces, external partners and international organisations to improve our response to threat, risk and vulnerability.
- **Workforce and Culture** – A diverse, motivated and capable workforce that evolves with service demands and builds the skills, behaviours and culture needed to succeed.

The Police Reform and Transformation Board comprised of representatives of police and crime commissioners, chief constables, the College of Policing, National Crime Agency and Home Office will oversee and support the realisation of the *Policing Vision 2025* and recommend how funding from the Police Transformation Fund is allocated to achieve the outcomes.

This Delivery Plan sets out the NPCC contribution to the delivery of the vision.

3. NPCC Objectives 2018-19

3.1 Local Policing

By 2025 local policing will be aligned, and where appropriate integrated, with other local public services to improve outcomes for citizens and protect the vulnerable.

We will do this by:

- Ensuring Policing is increasingly focused on proactive preventative activity as opposed to reacting to crime once it has occurred.
- Working with our partners to help resolve the issues of individuals who cause recurring problems and crime in the communities they live in.
- Using and improved understanding of vulnerability, both in physical and virtual locations, as a means of improving and differentiating service and protection.
- Supporting multi-agency neighbourhood projects that build more cohesive communities and solve local problems.
- Improve data sharing and integration to establish joint technologies and enabling the transfer of learning between agencies and forces so we can work more effectively together to embed evidence based practice.
- Working with partners to foster a culture shift around the delivery of public protection, away from a single organisation mentality towards budgeting and service provision based on a whole-system approach, pooling funds where appropriate to achieve common aims for the benefit of the public.
- Adopting a place based approach with more multi-agency teams or hubs to tackle community issues requiring early intervention across a range of agencies and organisations.

NPCC Local Policing Objectives 2018/19		Outcome	CC/Reform Allocation
1.1	By March 2019, implement and embed a structured and coordinated response to Modern Slavery and Organised Immigration Crime across policing, to mainstream within the co-ordinated approach to vulnerability/exploitation.	Communities and Crime	Crime Ops
1.2	By March 2019, embed the agreed National Vulnerability Action Plan to deliver a co-ordinated approach to vulnerability across the public protection strands: • Using the National Vulnerability Action Plan, College of Policing Vulnerability training and review of the Serious & Organised Crime strategy to influence a coordinated police approach to the exploitation of vulnerable people.	Integrated Delivery	Crime Ops
1.3	By March 2019, embed a 'Prevention' process and mind-set based on problem-solving as a core discipline across policing.	Communities and Crime	Crime Ops
1.4	By January 2019, develop a national youth engagement project to keep young people safe from harm: • Within the Digital Public Contact Portfolio, plan, develop and deliver engagement content for young people with the police using social media • In partnership with the Personal Social Health Education Association (PSHE) develop accredited expertise for face to face engagement between young people, schools and the police	Integrated Delivery	Local Policing/ Digital Policing

1.5	By August 2018, test and develop the new neighbourhood policing guidelines within a series of police force environments: • Launch, disseminate and embed the guidelines • Work with 15 police forces nationally to measure implementation and effectiveness of the guidelines • Identify & develop gaps in the evidence base surrounding Neighbourhood Policing's contribution towards vulnerability, serious & organised crime, counter terrorism, online engagement and prevention. • Identify funding opportunities to support this development in Neighbourhood Policing	Integrated Delivery	Local Policing
1.6	By March 2019, improve performance on answering 999 calls to police: • design and oversee a range of control measures to ensure timely handling of 999 calls to police, improving accessibility into the service, reducing the threat, risk and harm for victims.	Comm & Crime	Local Policing
1.7	By June 2018, develop a national protocol to prevent the unnecessary criminalisation of children in care.	Communities and Crime	Local Policing
1.8	By March 2019, develop a strategy to scale up and transform Police Volunteering by: • Assessing national representation of Special Constabulary • Developing strategies and delivery plans for Special Constabulary and Police Support Volunteers • Refreshing the Employer Supported Policing scheme • Developing Citizens in Policing innovation and good practice	Integrated Delivery	Local Policing
1.9	By April 2019, in line with the duty to collaborate detailed within the Policing and Crime Bill, develop a national framework and approach to enable closer collaboration between police and fire services.	Integrated Delivery	Operations

3.2 Specialist Capabilities

By 2025 specialist capabilities will be standardised and aggregated to maintain capability and resilience across policing. This will ensure greater agility when managing risk.

We will do this by:

- Enhancing and focusing on capability and achieving value for money by exploring a range of models for service delivery – scaling up specialist capabilities and standardising force and individual functions where appropriate.
- Developing the way policing is structured so more specialist services are shared and delivered in the most effective way through national, cross-force or hub structures, while ensuring any pooling does not risk capabilities being drawn to urban areas to the detriment of rural areas.
- Establishing a common methodology that recognises different threats, geographies and population densities to map resource against demand, by working with partners such as the National Crime Agency and the Security Service as well as recognising the governance arrangements of specialist and non-Home Office forces.

NPCC Specialist Capabilities Objectives 2018-19		Outcome	CC/Reform Allocation
2.1	By March 2019, ensure the agreed specialist capability recommendations are delivered in alignment with the specialist capability delivery board, including: • Major Investigations (review, CCTV, HOLMES): • Surveillance • TSU • Cyber dependent • Intelligence (analysis, review and retention, internet intelligence & investigation)	Countering Treats	Crime Operations
2.2	By March 2019, create a force wide cyber capability and implement the objectives contained within the capability strategy and annual plan (2018) for cyber-crime as a national, specialist capability.	Countering Treats	Crime Operations
2.3	By January 2019, ensure CT and Crime networking and IT opportunities are fully understood and exploited across the service, including the use of PND, HOLMES, SISII and NSN.	Countering Treats	Crime Operations
2.4	To drive & co-ordinate the NPCC response to tackling the threat from serious & organised crime by connecting the capacity and capability across the NPCC portfolio's and working in partnership with key delivery agents such as the National Crime Agency.	Data and Analytics	Crime Operations
2.5	Complete the rollout of the National Common Intelligence Application (NCIA) across the CTP Network by March 2019: • During FY18/19, the APOLLO Programme is expected to complete the rollout and the associated business change to CT/DE users in the network including MPS SO15 and MPS hosted National CT Units.	Technology and Digital	Counter Terrorism
2.6	By December 2019, through the national county lines coordination centre, develop and implement an appropriate policing response to County Lines in conjunction with key stakeholders: • Ensure national join up over county lines and associated vulnerability operational tactics, strategy and information	Countering Treats	Crime Operations

	sharing across police forces and key partners.		
2.7	By October 2019, implement reforms to national coordination of fraud investigation across local, regional and national policing and integration with the National Economic Crime Centre tasking and coordination function.	Countering Treats	Crime Operations
2.8	By April 2019, deliver an integrated counter terrorism and organised crime intelligence network across the custodial estate. • Develop a picture of threat, risk and vulnerability • Identify and manage offenders in custody who represent the highest risk of harm to the community • Ensure the effective collection, use and management of intelligence to prevent disrupt and prosecute, the highest priority groups and individuals • Provide oversight and direction of covert assets, to support the collection of intelligence within the custodial estate	Countering Treats	Counter Terrorism/ Crime Operations
2.9	By March 2019, ensure that policing understands and is prepared for the various possible outcomes of Brexit (crime): • Ensure that UK law enforcement has planned for all possible operational scenarios associated with Brexit and taken steps to mitigate any loss of capability caused by this process.	Countering Threats	Crime Operations
2.10	By March 2019, deliver the armed policing uplift in conjunction with the Specialist Capabilities Programme. To embed the uplift of 41 ARVs in England and Wales into Business as Usual: • Develop the National CTSFO Capability and Capacity to meet National Security Council requirements and deliver the Armed Policing Objectives of the Specialist Capabilities Programme	Countering Threats	Operations
2.11	By December 2018, support forces to achieve accreditation of forensic disciplines in line with the requirements of the Forensic Regulator to ensure business continuity and confidence in the CJS: • Support forces in achieving ISO accreditation requirements for a range of forensic disciplines, in line with the requirements and timelines of the FSR.	Countering Threats	Crime Operations
2.12	By September 2018, improve the effectiveness of response to Foreign National Offenders by developing standard practice across all forces: • Deliver Authorised Professional Practice (APP) that will act as a reference point for UK policing on all aspects of International Criminality. The work will be published in association the College of Policing following collaboration with relevant NCPCC portfolios and external agencies.	Countering Threats	Crime Operations

3.3 Workforce

By 2025 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements.

We will do this by:

- Continuing work to build a culture which values difference, openness and transparency, underpinned by the shared values and behaviours set out in the Code of Ethics.
- Establishing a methodology and framework which helps practitioners across policing contribute towards building knowledge and standards based on evidence.
- Creating routes to enter leave and re-enter policing which are clear, flexible and consistently applied across the service.
- Setting clear and consistent requirements for entry into policing and for accreditation to defined ranks and roles in the service.
- Supporting key aspects of policing training and development through academic accreditation which recognises the skills and knowledge of our workforce.
- Creating independently validated frameworks of continuing professional development. Developing our staff and working with our statutory regulators to define a better balance between personal accountability and a bureaucratic fear of making mistakes.
- Developing a comprehensive understanding of demand on policing and matching it to knowledge, skills, and capability to meet that demand in a consistent, cost effective way.
- Exploring opportunities for police conditions of service to reflect flexibility, reward contribution, competence and skill levels using a model which is affordable.
- Consideration of a more consistent national framework for police staff terms and conditions to support collaboration while enabling appropriate local flexibility.
- Creating a leadership and management development model which equips leaders at all levels to meet the challenges of the future.
- Building an evidence base on staff wellbeing, procedural justice and maximising discretionary contribution.
- Creating further opportunities for members of the community to volunteer (or take apprenticeships) within the service.
- Implementing the College of Policing leadership review to equip leaders of the future with the skills and knowledge to succeed
- Supporting the workforce through change so that they feel valued and retain their commitment and sense of vocation while adapting to meet the new challenges.

NPCC Workforce Objectives 2018-19		Outcome	CC/Reform Allocation
3.1	Design and develop a new reward framework for policing by April 2019.	Workforce and Culture	Workforce
3.2	By March 2019, implement the Diversity Strategy and Workforce Toolkit	Workforce and Culture	EDHR
3.3	Work with the College of Policing and Home Office to develop Phase 3 of the complaint and misconduct regulations for the police service by March 2019. • Implement the legislative changes by April 2019	Workforce and Culture	Workforce
3.4	By March 2019, improve the quality of investigations & well-being of investigations workforce across policing, including the delivery of the agreed recommendations from the Investigator Resilience Review in liaison	Workforce and Culture	Crime Operations

	with national colleagues, the College of Policing, HMICFRS and other stakeholders.		
3.5	By March 2019, develop and implement a prevention strategy and research around inappropriate relationships with victims and abuse of authority for sexual purpose. Advise and direct all forces on best practice to eliminate the risk posed from officers and staff abusing their position for sexual purpose or to pursue an improper emotional relationship	Workforce and Culture	Workforce

3.4 Digital Policing

By 2025 policing will make it easier and more consistent for the public to make digital contact, improve our use of digital intelligence and evidence and ensure we can transfer all material in a digital format to the Criminal Justice system.

We will do this by:

- Using new technology to reach out to individuals who are living more of their lives online and communicate with them digitally.
- Gathering comprehensive information about victims, offenders and locations quickly from mobile technology and using analytics to help us make decisions about where we target limited resources.
- Making timely information and intelligence available to operational staff on mobile devices.
- Working with partners such as the College of Policing and Police ICT Company to secure a solid evidence base of 'what works', addressing sources of demand, and developing and encouraging uptake of existing and emerging technologies.
- Developing digital investigation and intelligence capabilities to improve our understanding of the digital footprint to counter internet facilitated, cyber enabled and cyber dependent criminality.
- Working with the criminal justice system to ensure connectivity to support the sharing of digital material.
- Giving our workforce the digital tools and expertise to investigate all incidents and crimes effectively and efficiently.

NPCC Digital Policing Objectives 2018-19		Outcome	CC/Reform Allocation
4.1	By March 2020, develop capabilities, services, content and national standards that allow the public to be informed, reassured and empowered in transacting, interacting and engaging with policing digitally.	Citizen Experience	Digital Policing / Local Policing
4.2	By March 2020, provide the necessary operating model, enhanced capabilities and people, skills, knowledge, policy and standards to deliver the vision and enable continuous improvement through the provision of mechanisms for police and partners to constantly assess DII capability and gaps	Data and Analytics	Digital Policing / Crime Operations
4.3	By March 2020, have all case file information and unstructured evidential multimedia relevant to a criminal prosecution, digitally captured, stored once where possible, and accessible on demand to all CJ partners, facilitating the effective use of video enabled / virtual justice capabilities/	Technology and Digital	Digital Policing / Criminal Justice
4.4	By July 2019, deliver enhanced national digital connectivity across the CTP network, specifically the ability to 'join the dots and the 'ability to surge' by: ❑ Connectivity to all 5 CTUs (Secure cabling, allowing direct access to each other's datasets) ❑ Increased Storage & Compute capability (central & regional) ❑ Improved Ways of Working (New tools & standardised processes to exploit Digital media & Open Source data sets; Open Source Exploitation, Remote Viewing, Unified Case	Technology and Digital	Counter Terrorism

	Management)		
4.5	By September 2018, support Chief Constables in framing ambitious plans to improve digitally enabled services within their forces, in line with the HMICFRS PEEL Police Efficiency 2017 Recommendation: ☐ An archetypal, best practice ambitious plan for digitally-enabled services. ☐ A joined up national framework of flexible choices for local adoption.	Technology and Digital	IMORCC

3.5 Business Enablers

By 2025 police business support functions will be delivered in a more consistent manner to deliver efficiency and enhance interoperability across the police service.

We will do this by:

- Working with the Police IT Company to prioritise investment in developing common data standards and encouraging national approaches to technology investment, establishing future capability requirements, realising shared benefits, governance, skills and training requirements.
- Exploring the wider opportunities of working with partner agencies on issues such as the management of offender rehabilitation or improving cohesion and delivery across the criminal justice system.
- Providing business support functions, working to common standards, in a manner that realises greater economies of scale through consolidation into cross-force units.
- Enabling greater joint working between local authorities, emergency services and local police forces, including formal integration of back office functions.
- Delivering savings by undertaking more shared procurement.

NPCC Business Enablers Objectives 2018-19		Outcome	CC/Reform Allocation
5.1	During 2018/19, lead for the service on the implementation of ESN (Emergency Services Network), HOB (Home Office Biometrics) and LEDS (Law Enforcement Data Service): • Ensuring that the Service is best placed to represent policing within Home Office-led programmes, and to maximise the benefits from programmes once delivery begins.	Technology and Digital	IMORCC
5.2	During 2018/19 oversee and ensure the delivery of the five Commercial Work-streams; CLEP, Shared Services, Enablement, Commercial Models and Estates in support of delivering the following by March 2021: • Savings of £120m • Improved collaborative working across forces • Improved commercial capability.	Enabling Services	Finance
5.3	By April 2019, plan, deliver and implement the National Enabling Programmes. Oversee the second year tranches of a suite of multi-year programmes that (contingent on resourcing from the Police Transformation Fund) will ultimately deliver: • Service-wide Identity and Access Management platform • Nationally available 'Collaboration Workspace' for Productivity Services • National Management Centre to counter cyber threats to, and on behalf of, all UK police forces.	Enabling Services	IMORCC
5.4	During 2018/19 prepare and support the implementation of GDPR (General Data Protection Regulation) and LED (Law Enforcement Directive). Oversee and support preparations and readiness for GDPR and wider considerations through an ongoing compliance regime needed for the Data Protection Act 2018 in the police service through: • Assisting and supporting chief officers to deliver compliance through co-ordination of best practice advice and training	Enabling Services	IMORCC

	resources • Represent the police service as single point of contact and liaise with key stakeholders		
5.5	By April 2019, further refine reporting mechanisms for programmes within the National Policing Technology Portfolio in order to deliver effective strategic oversight as well as enhancing interoperability and coordination through mechanisms including a service-wide Business Change Council and 'Road Shows' to forces.	Enabling Services	IMORCC
5.6	By April 2019, deliver the National Disclosure Improvement Plan and embed a thinking approach to all investigations: • Ensure that all relevant material to either prove or disprove whether an individual is responsible for committing an offence will be properly considered and recorded.	Integrated Delivery & Enabling Services	CJCC
5.7	Progress the delivery of relevant technical and data standards for policing. By March 2019 (contingent on resourcing from the Police Transformation Fund): • Coordinate and assisting in the delivery of a range of relevant data and technical standards • Further develop the Standards Publishing beta site making it fit for purpose and production ready • Coordinate and develop a communication and engagement strategy for the dissemination of standards within the police community and amongst partners / industry.	Technology and Digital	IMORCC