

## Chief Constables' Council Minutes

Wednesday 2 – Thursday 3 October 2019, Winchester, Hampshire

**Security classification:** Official  
**Authors:** Susan Paterson, Richard Hampson, Ben Gasson, Lee Milton, Steve Henry  
**Force/organisation:** National Police Chiefs' Council (NPCC)  
**Date created** 03 October 2019

### Attendees

AC Martin Hewitt	NPCC Chair
CC Andy Marsh	Avon and Somerset
CC Garry Forsyth	Bedfordshire
CC Nick Dean	Cambridgeshire
DCC Julia Cooke	Cheshire
AC Alistair Sutherland	City of London
ACC Steve Graham	Cleveland
ACC Andrew Slattery	Cumbria
CC Michelle Skeer	Cumbria
CC Peter Goodman	Derbyshire
CC Shaun Sawyer	Devon and Cornwall
CC James Vaughan	Dorset
CC Jo Farrell	Durham
DCC Claire Parmenter	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
DCC Chris Rowley	Humberside
CC Alan Pughsley	Kent
CC Andrew Rhodes	Lancashire
CC Simon Cole	Leicestershire
DCC Jason Harwin	Lincolnshire
CC Andy Cooke	Merseyside
DCC Serena Kennedy	Merseyside

Sir Stephen House  
AC Helen Ball  
CC Carl Foulkes  
DCC Simon Nickless  
DCC Rachel Barber  
CC Winton Keenan  
CC Lisa Winward  
CC Matt Jukes  
CC Steve Watson  
CC Gareth Morgan  
CC Stephen Jupp  
CC Gavin Stephens  
CC Giles York  
CC John Campbell  
CC Martin Jelley  
CC Antony Bangham  
CC David Thompson  
CC John Robins  
CC Keir Pritchard  
DDG Steve Rodhouse  
ACC George Clarke  
Mike Cunningham  
DCC Malcolm Graham

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

**In attendance for specific items**

DCC Gareth Wilson  
DCC Janette McCormick  
Robin Wilkinson  
Supt Amanda Tillotson  
ACO Gary Ridley  
DAC Lucy D'Orsi  
ACC Owen Weatherill  
Supt Jerry Pearson  
Rt Hon Kit Malthouse  
Shaheen Akhtar

Chair, NPCC DEI Coordination Committee  
Operation Uplift Programme  
Director, Metropolitan Police Service  
Kent Police Service  
Durham Constabulary, Operation Uplift Programme  
Metropolitan Police Service  
NPoCC Lead  
International Crime Coordination Centre (ICCC)  
Minister of State for Crime, Policing and Fire Service  
Home Office

**In attendance**

Scott McPherson  
Robert Beckley  
Det. Supt. Charmaine Laurencin  
Insp. Ben Gasson  
Richard Hampson

Director General, CPF - Home Office  
Commissioner, Greater Manchester Police  
NPCC Chief of Staff  
NPCC Staff Officer  
NPCC Senior Business Officer

Susan Paterson	NPCC Business Manager
Sherry Traquair	NPCC FOI and Decision Maker
Robert Hardware	NPCC Public Affairs Officer
Steve Henry	NPCC Business Support Officer
Lee Milton	NPCC Strategic and Risk Manager

09:00-17:15, 2 October 2019, Winchester, Hampshire

## **OPEN SESSION**

### **1. ATTENDANCE AND APOLOGIES**

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

CC Paul Crowther – British Transport Police  
CC Darren Martland – Cheshire Constabulary  
CC Richard Lewis – Cleveland Police  
CC Simon Chesterman – Civil Nuclear Constabulary  
Cmsr Ian Dyson – City of London Police  
CC Mark Collins - Dyfed Powys Police  
CC Lee Freeman – Humberside Police  
CC Gary Roberts – Isle of Man Police  
CC Iain Livingstone – Police Scotland  
CC Rurai Hardy – States of Guernsey Police  
CC Craig Guildford – Nottinghamshire Police  
CC Bill Skelly – Lincolnshire Police  
Cmsr Cressida Dick – Metropolitan Police Service  
AC Nick Ephgrave – Metropolitan Police Service  
AC Neil Basu – Metropolitan Police Service  
AC Mark Simmons – Metropolitan Police Service  
CC Andy Adams – Ministry of Defence Police Service  
Cmsr Ian McGrail – Royal Gibraltar Police Service  
CC Simon Byrne – Police Service for Northern Ireland  
DG Lynne Owens – National Crime Agency  
Brig Vivienne Buck – Royal Military Police  
CO Jack Hawkins – Royal Navy Police  
Gp Capt David Wilkinson – Royal Airforce Police  
CO Stephen Reid – Ports Police Chief Officers Association

## 2. MINUTES AND ACTIONS FROM PREVIOUS MEETING

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

**Action item** number 11 – The Future Allocation of IT Charges (17 April 19):– An update was circulated to all Chiefs via Chiefs Net (on the 27 June) outlining the current position. The report has been deferred to the January 2020 Chiefs' Council meeting once agreed through NPCC Finance Coordination Committee meeting - **Action open**.

**Action item** number 3.2.11 – National Staff Bank – PIP 2 Accredited Investigators (17 July 19): The remobilisation working group have identified an opportunity to align with a national programme led by the Home Office. This is working towards providing guidance that provided Forces with a flexible and collaborative framework to implement a talent resource acquisition and management solution. Given this opportunity, it was felt beneficial for the remobilisation working group to continue its engagement activities and to explore what opportunities there are to generate cashable savings. A costed proposal based on the recommended NPoCC option to build and maintain a database will be reported back to Chiefs' Council to the January 2020 meeting – **Action open**.

**Action item** number 3.2.14 – Police National Aviation Strategy (17 July 19): Chiefs have identified individuals from Forces to help support the task and finish group. Work is progressing and a paper will be presented at the January 2020 Chiefs' Council meeting. – **Action open**.

**Action Item** number 5 – Counter Terrorism (CT) Policing (17 July 2019): An interim update will be circulated via ChiefsNet and a paper presented at the January 2020 Chiefs' Council meeting – **Action open**.

### STANDING ITEMS

#### 3.1 Chair's Update

##### General

The Chair provided his update, initially reflecting on how much the environment has transformed with changes in government and funding for policing. The Chair discussed the requirement for an additional 20,000 officers and actions taken to date to successfully deliver this 'uplift' to Forces over the next three years. The increase in officer numbers will potentially help reduce crime, assist in managing demand and contribute to improving diversity in the police workforce so policing properly reflects the communities it serves.

The Chair recognised there are also challenges that Chiefs will face alongside the opportunities listed. He explained careful consideration needs to be given to the strategic position policing takes in the current political climate, stating the policing responsibility is to protect its independence. Chiefs have been developing a good working collaborative relationship with the Home Office and there is further opportunity to influence government in a positive way which will be beneficial to policing and the public. The Chair said with the introduction of senior civil servants from the Home Office working in the NPCC central office this has made a positive difference in the way he can operate with ministers, including getting better notice of government communications and being more informed on the Home Office current positions.

The Chair informed Chiefs of discussions from the previous National Policing Board which is chaired by the Home Secretary. He welcomed the Policing Minister attendance at Council on day 2 and noted that it would allow Chiefs the opportunity to outline their aspirations for the outcomes expected from policing as a result of increased resources.

### **Coordination Committee/NPCC Operating Model Review Update**

The Chair reported that the NPCC operating model review was underway and outlined progress. He stated the NPCC should focus on coordinating, collaborating and communicating as leaders of the police service. The operating model project is looking to understand what functionality would be beneficial to policing and the NPCC and he suggested it is a priority for Chiefs to think about how the strategic centre is developed.

The operating model will look at enabling capabilities, governance and provide proposals around how the NPCC will be structured going forward. The project is looking at creating an 'engine room' to deliver national business and further work on direct central communications - consultation is ongoing with all stakeholders including coordination-committees.

Strategic goals will be achieved through successful implementation of the target operating model and this will include the policing network operating collaboratively with partners. Improved strategic development and prioritisation management with local police Forces will provide consistent and effective approaches to capability delivery. Value for money is achieved through a better collective use of resources both for the NPCC and the policing network. Additionally, an evidence-based decisions approach requires timely access to data and information at a national level.

It is important to both achieve medium and long-term organisational goals while being able to respond to emerging issues as part of the core functionality of the operating model.

**Action:** Full options paper to be brought back to the January 2020 Chiefs' Council meeting.

### **Collective Working Discussion ' Supporting NPCC Leadership'**

Giles York and David Thompson led the discussion on collective working. They discussed options to improve support to those working at chief officer level. Chiefs discussed the challenge of transforming the NPCC and ensure that Chiefs are able to encourage and support both current and future police leaders in their respective roles.

Chiefs were informed of the clear need to help induct new members into the NPCC, offering enhance support to new Chief Constables (CCs), Deputy Crime Constable (DCC) and Assistant Chief Constable (ACCs). Potential training and development days were discussed including the introduction of a mentoring pool for new and existing chief officers. Chiefs recognise the need for a forum to discuss issues and the importance of CPD. It was suggested that a NPCC only conference for all chief officers could facilitate this.

Chiefs endorsed the need for a thorough system of continuous professional development in leadership roles for the service. Both leads agreed to work closely with the College of Policing (CoP) to develop proposals.

**Action:** Dave Thompson and Giles York to turn their NPCC support proposals into a phased implementation plan.

Chiefs agreed to examine key statistics, issues raised and areas of concern to create an evidence base which looks at the factors behind the lack of diversity at chief officer level and reasons behind the reduction in the tenure of chief constables.

### **3.2 Items for Decision (Pre-Circulated)**

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

#### **3.2.1 Engage, Empower and Inspire – Forum for Senior BME Leaders**

Chiefs agreed and supported the paper.

#### **3.2.2 Digital Intelligence and Investigation Sustainment Strategy**

Chiefs agreed and supported the implementation of the strategy.

#### **3.2.3 National Citizens in Policing Strategy 2019-2023**

Chiefs agreed and supported the implementation of the strategy.

#### **3.2.4 National Employer supported Policing Strategy 2019-2023**

Chiefs agreed and supported the implementation of the strategy.

#### **3.2.5 Casualty Bureau and Systems Coordinator**

Chiefs agreed and supported the paper.

#### **3.2.6 National Investigators Examination**

Chiefs agreed and supported the paper.

#### **3.2.7 National Fraud Policing Strategy 2019-2022**

Chiefs agreed and supported the implementation of the strategy.

**Action:** Alastair Sutherland to share funding briefing document via ChiefsNet and liaise with the North East region on their concerns from the feedback.

### **3.2.8 PND National Gold Group**

Paper was withdrawn from the meeting.

### **3.2.9 National Custody Training Provision Paper**

Chiefs supported option 2 from the paper.

Agreement for national standards with locally delivered courses. The paper has been returned to the sponsor (Chair of the Criminal Justice Coordination Committee) for amendments and to circulate the agreed position on ChiefsNet.

**Action:** Updated position and agreement to be circulated on ChiefsNet.

### **3.2.10 Special Branch Funding Paper 20/21**

Chiefs agreed the paper subject to the sharing of a memorandum of understanding and further work on the financial arrangements by the CT Network.

## **4. SPENDING REVIEW (PART ONE)**

### **Operation Uplift**

Janette McCormick provided a presentation on the 20,000 Officer Uplift Programme. She described the difference between net and gross requirements and explained how attrition would mean that 53,000 officers will need to be brought into the system over the 3-year period. She added that by March 2023 32% of the service will have less than 3 years' service.

She spoke about some of the challenges involved with the various touch points throughout the recruitment process and about current organisational readiness in terms of capacity for vetting, medicals, procurement and assessment centres. Finally, she spoke about the ongoing recruitment campaigns and future plans.

Gary Ridley briefed Chiefs on the financial data and highlighted that some assumptions have been made.

Martin Hewitt commented that there is a lot of work happening at a fast pace alongside Home Office. He stressed that data from Forces is critical to understanding the current position and planning for the next three years.

Chiefs queried the numbers they should be aiming for in terms of recruitment targets and raised concerns about the lack of clear information at this stage, stating this could lead to risks in terms of building in costs into budgets that are not funded. Some Forces have added extra elements to the recruitment process and Chiefs asked about the what training the recruitment assessors have received.

There was a further discussion about the potential risks involved in recruiting such significant volumes of officers in a short space of time such as the potential for misconduct issues at a later stage. Janette McCormick reassured Chiefs that standardisation in terms of assessors is being considered.

There was a discussion about the need for more sergeants and inspectors and a potential need to increase the frequency of the promotion processes. Janette McCormick reassured Chiefs that this is being considered.

A short discussion followed about the opportunities and potential barriers to increasing workforce diversity and the need for Chiefs to agree how transformative they want any changes to the recruitment process to be.

### **Serious Organised Crime Review**

Peter Goodman explained that the outcome of the one-year settlement was not particularly positive for Serious Organised Crime (SOC) but there is a commitment from the Treasury and Home Office to carry out an independent SOC Review. The interim findings will be released in December 2019 and the final report will be completed in January 2020. The review will be independently chaired and this post will be approved by the Home Office, Treasury and No.10. The terms of reference have been agreed, describing a whole system review from international to local, including funding and structures. Both the NCA and policing are working closely together. Peter Goodman reassured colleagues that he will keep them informed.

Scott McPherson provided an overview of Home Office activity. He described the spending round recently announced by the Chancellor as a good result. He reminded Chiefs that there are many other pressures and, although there is budget increase, difficult choices remain. He explained there is a need to work through allocations within the Home Office and the police funding settlement needs to be completed by December.

No decision about next year's Police Transformation Fund has been made but the budget is likely to be smaller and will look very different in terms of scope and the type of projects. He added that fund must also be used to cover the end stages of some ongoing projects.

£100m funding for serious violence has now been transferred to PCCs in the 18 identified Forces. The Home Office is conscious that Violence Reduction Units require sustained funding and they hope that more money will be available next year. Ministers will want to consider in more detail precisely what this is spent on, for example, funding work on 'county lines'.

Some Chiefs raised concerns about the continued budget pressures. Scott McPherson responded that he is happy to have individual conversations with chief constables about specific issues.

Steve Rodhouse (on behalf of the NCA) and Pete Goodman (on behalf of Regional Organised Crime Units) pointed out that budget pressures could impact on ongoing activity. Scott McPherson responded that the Home Office recognises the pressures on Serious Organised Crime, and that work is ongoing to better manage the budgets jointly across SOC, CT and policing.

Chiefs expressed concern about the allocation of funding in relation to the 20,000 officer uplift. Scott McPherson explained that the Home Office are working hard to ensure that the money is not just about officers, but also considers support staff, equipment, estate etc. He stated that the £750m is for the 20,000 police officer uplift and is highly unlikely to be used to spend on other priorities but there is still £120m savings from the police settlement to be found. Ministers have not yet decided where that saving will come from, they are actively looking at this and it may come from core grant.

Chiefs expressed concern about the differing impact on Forces where savings to be made from the core grant.

A discussion followed about the wider criminal justice system. Martin Hewitt explained that he had emphasised to Home Office colleagues that a joined-up approach must be taken as part of the officer uplift programme as the wider system will need to cope with 20,000 more officers.

## **5. WORKFORCE SESSION**

### **NPCC Representation and Diversity Update**

Ian Hopkins gave an update on the progress made by the diversity, equality and inclusion (DEI) strand. He explained that the strategic aim is to create a workforce which reflects the communities they serve. He said last March there was a request for survey data from Forces allowing a national baseline to be produced. There will be a follow up request to Forces at the beginning of November for survey data and this will show how Forces are progressing against the DEI strategy.

He explained that there are several tools such as peer reviews, practitioners' network, self-assessments, survey data and HMICFRS assessment that will assist in implementing the strategy successfully.

The self-assessment tool will be launched at the DEI conference in November and these tools will allow policing to understand what to put in place to retain a diverse workforce for the future.

Ian Hopkins explained he has been working with Professor Les Graham in Durham. There are 39 Forces who have signed up with them over the staff engagement survey. This survey focusses on leadership, support and inclusivity. Additionally, Andy Rhodes recommended that this work is aligned with the wellbeing survey and therefore there will be one survey sent to Forces that tests both areas. Chiefs will receive two individual reports and importantly all findings will be anonymised and from the overall findings interventions will be developed.

Ian Hopkins asked Chiefs to champion the survey in their own Forces to ensure there is at least a 40% response rate. Also last week there was an engagement event with National Staff Networks to promote the survey and there was a positive response from the different associations.

Gareth Wilson is working with the College of Policing and colleagues to develop the evidence base to address the lack of representation of women and at a senior chief officer level. He is looking for each force to commit £1000 to finance this work and currently 28 Forces have signed up to this. There is a letter from Gareth Wilson on Chiefsnet with contact details for Forces to sign up to this

**Actions:** Forces agreed to promote the 'Wellbeing and Inclusivity' survey which will be launched on the 4<sup>th</sup> Nov 2019

### **Pension and Pay Reform – CLOSED MINUTES**

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

Gareth Morgan will be seconded to the College of Police (CoP) from December to lead on the Strategic Command Course (SCC). Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) have made recommendations for changes to the SCC and Gareth Morgan and Mike Cunningham will meet to look at these changes.

The CoP are awaiting the outcome of the legal challenge on the new entry route and once a judicial review is completed the program can progress. The Policing Education Qualifications Framework (PEQF) evaluation will come out at the end of this year and the CoP are continuing to work with

Forces. Mike Cunningham explained that Initial Police Learning and Development Programme (IPDLP) will cease but with the current uplift arrangements an end date will require flexibility.

CoP carried out a consultation to find out what skills chief officers would like included in the continuous professional development (CPD) events. Chief Officers feedback on the following areas:

- Business and Executive skills
- Operational Skills
- Political Skills
- Horizon Scanning
- Roles Specific

There will be a continuous professional development event will be facilitated by Deloitte on the 19th of November

Mike Cunningham explained that the CoP are supporting the uplift program through committing a resource to assist in increasing the number of recruits applying to the police. More specifically they are looking at 'Day One' to replace 'Search' because the system isn't fit for purpose anymore.

Chiefs discussed the following points:

- The potential for a shorter conversion course for the police degree where a candidate has an existing relevant qualification.
- Ensuring that the recruitment process hasn't built in disproportionality throughout each stage. The Metropolitan Police Service observed candidates from their recruitment process who didn't have English as their first language were less likely to be successful.
- CoP will centrally co-ordinate the advertising and interviews of those successful ACC on the SCC course.

**Action:** Mike Cunningham will re-circulate the paper on arrangements for the College of Policing to centrally coordinate the selection and interview process for Chief Constables vacancies post SCC 2020

## **6. OFFICER AND STAFF SAFETY REVIEW**

### **Officer safety**

The Chair introduced this agenda item saying there were a number of high-profile incidents that have resulted in the taser campaign and the Home Secretary's announcement on funds will look into this. An extraordinary meeting is planned to allow Chiefs to discuss and agree the next steps on officer safety.

Charlie Hall explained they have been working on this area for a month and there was a conference call for all Chiefs at the beginning of September.

He provided the following update:

There is now a term of reference (TOR) after consultation with the staff associations and this has been circulated on ChiefsNet. The TOR covers the following areas:

- To provide an overview based on the existing evidence base on officer safety.
- Understanding the confidence that staff have around the arrangements for their safety and the public's perception of this.
- Looking at the suitability and effectiveness of the equipment that is issued to protect officers.
- The training of officers, in particular how effective it is, how consistently it is delivered, and if de-escalation training is provided
- Welfare support for officers and staff
- Criminal justice outcomes and how policing improves some of this.

From this, a steering group has been set up and this will be chaired by Alan Pughsley.

Superintendent Amanda Tillotson covered the presentation making the following points:

The staff survey has gone live at the end of September and will end on the 21st of October.

There are two types of survey;

- 1) Experiences of officers being assaulted
- 2) Perception of officers who haven't been assaulted

There has been approximately 7500 (7.2%) responses to date.

Additionally, there will be an assessment of existing evidence and there will be review of data looking at how they can streamline and improve the accuracy of the data to inform decision making in the future.

The second area of the review is looking at the number of officers trained in taser use and this has increased since 2012.

The definition of frontline is inconsistent across the country – this definition needs to be reviewed.

A template will be sent out to each force asking how many taser trained officers each force has, what each force uplift looks like and what will the future uplift be. From this, they will review the impact on public perception. The T7 Taser which is identified as suitable for covert carry and special constables to carry a Taser.

The review covering self-defence and arrest restraint will be led by Matt Twist. There is inconsistency nationally with training and officer safety training equipment.

Officer safety training governance will look at streamlining the national personal safety manual, addressing the shortfall of subject matter experts and look at ways to sustain the Independent Medical Science Advisory Panel.

Welfare support has been reviewed. The review found inconsistency around the national plan and that occupational health capacity is limited. These factors have an impact on staff accessing the correct welfare support and getting them back into the workplace as soon as possible.

There has been an agreement to screen 5000 high risk roles for psychological support for and they are looking nationally at how high-quality provision is available for large scale crisis events.

There will be a review of the criminal justice process including evidence capture for initial investigations, the role of the supervisor to ensure quality casefiles and 'no further action' decision by police/CPS and of sentences being applied.

Avon and Somerset are piloting body worn video to capture victim personal statements and these will be presented in court. There will also be a review of opportunities for legislative changes.

Finally, other work is being carried out with the CoP looking at the link between safety and legitimacy, better data collection and developing a framework to assist Chief Constables decision making.

**ACTION:** Chief Constables to inform the project team of any pilots to enhance officer safety training and to contact the review team with any issues or concerns

## **7. REVIEW OF DECISIONS AND WRAP UP - See circulated decision and action table**

**Day 2: 09:00-14:00**

**3 October 2019**

### **8. EU EXIT – CLOSED MINUTES**

**International Co-ordination Centre (ICCC) and Legal Instruments**

**Contingency Planning CLOSED MINUTES**

**Election planning (Op Bridger) – CLOSED MINUTES**

**The Police Service of Northern Ireland - Operational Update – CLOSED MINUTES**

## **Performance Blockers**

Gareth Morgan provided an update on performance blockers.

He outlined the following findings:

- The lack of consistent use of out of court disposals (OCD) in some areas.
- Changes to the use of 28-day initial bail period.
- Factors which lead to extending the bail period is often outside police control.

- Policing needs to engage with OOC in a consistent way
- Consider extending the time period as well reducing bureaucracy related to these processes.
- Looking to government to provide clear parameters on how historic investigations are handled.
- Data recording has been identified as too onerous and a significant commitment for officers.
- Crime recording was the primary processes that was reported as a time-consuming activity by several Forces.

Crime definitions have created significant complexity in identifying, investigating and recording crimes. In the case of burglary, there are 25 pages of requirement guidance. When the Home Office are creating definitions, they do not necessarily considering operational policing needs. Peter Goodman commented that based on initial benchmarking the capacity required to manage the data requirements for crime recording across policing equated to the size of a medium force.

Gareth Morgan said it is essential that all work undertaken is meaningful and that we understand where data is to be used and for what purpose. Available technology and methods of streamlining and accelerating work needed to be explored. He said there is an ongoing issue with the involvement of policing in areas that may not always fall under the responsibility of policing. It is accepted that this work needs to be done but clarity is required on what is the responsibilities of policing is in some areas. There is the potential for these demands to increase in the future with the implementation of the Police Uplift Programme, as perceived increases in resources are not reflected in partner agencies and further demands are placed at policing.

## **9. SPENDING REVIEW (PART TWO)**

Chiefs thanked the Policing Minister for his participation and time at the meeting and his willingness to engage so directly.

The Policing Minister thanked the chair for the opportunity to address Chiefs at council. He said he was aware of that data requirements on them are time consuming and that officers were now having to use up resource doing this rather than focussing on dealing with and preventing crime.

However, he did recognise that being able to provide a modern crime response successfully is by using data to understand what is happening and what the possible resolutions are - numbers and data do matter. He said he is aware of the burden that is placed on policing by other agencies, historical investigations and that missing persons are a huge issue.

Kit Malthouse said he is considering some high-level aspirations which includes some priorities set by the Prime Minister which are violence, county lines and neighbourhood crime. These need to sit alongside Forces local priorities and managing systemic national issue such as counter terrorism and prevention. He explained that violence including homicide should be a primary focus and he would like the murder rate to decrease to the levels seen five or six years ago. This target would influence a series of preventative action such as driving down domestic abuse, repeat offenders and looking at how vulnerability is being assessed to implement preventative interventions such as sobriety

bracelets. He explained that guns, gangs and knives must also be a focus and therefore looking at how tools such as intercept could be used to prevent and drive crime down.

Kit Malthouse said that county lines must come to an end, the standard approach is not working – people are being arrested and charged but they are simply replaced by more criminals.

Summing up he felt the approach should be a simple one looking at a basket of indicators including:

- Homicide
- Violence
- County lines
- Theft of vehicles
- Burglary
- Public perception of crime, visibility, satisfaction or confidence.

The following points were discussed:

- National systemic issues need to be managed using a tri-partite approach and cannot be solely a police responsibility. Clarity on the remits of the different boards would be welcome.
- Definitions behind counting rules need careful consideration in order to be meaningful and the minister feels using long term patterns is more useful than reacting to short term rises or falls.
- Consultation has identified that victims of some crimes may not always require police sanctions to be their only driver of victim satisfaction or positive outcomes.
- The ethical issues around the use of facial recognition needs to balance the consent of the public versus the requirements for a policing technology framework assisting the detection crime.
- County lines crosses several services including health, drugs and social services and underpinning all of this is the exploitation of vulnerable people including child sexual exploitation.
- The relationship between Police Crime Commissioners and Police Chiefs needs clarity to re-affirm that this governance process was set up to achieve independent operational delivery of public and national aims overseen by accountability structures.
- There were concerns about the overall delivery, increasing investment and scrutiny of ESN (the national technology programs).
- Pay reforms was raised as a key area of discussion between Chiefs and staff association.

**10. ANY OTHER BUSINESS AND SUMMARY OF DECISIONS and ACTIONS - See circulated decision table**

Chiefs noted the Crown Prosecution Service (CPSD) charging executive summary update circulated as part of AOB.

No other AOB's were recorded for the meeting.

**DATE OF NEXT MEETING**

The next meeting will be held on **15-16 January 2020**.