

Chief Constables' Council Minutes

Wednesday 13 – Thursday 14 October 2016
CEOP HQ, Vauxhall, London

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Author: Shelley Perera
Force/organisation: National Police Chiefs' Council (NPCC)
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Attendees

| | |
|------------------------|-----------------------------|
| CC Sara Thornton | NPCC Chair |
| CC Andy Marsh | Avon and Somerset |
| CC Mark Collins | Bedfordshire/Dyfed Powys |
| CC Alec Wood | Cambridgeshire |
| CC Simon Byrne | Cheshire |
| Commissioner Ian Dyson | City of London |
| CC Iain Spittal | Cleveland |
| CC Mick Creedon | Derbyshire |
| DCC Peter Goodman | Derbyshire |
| CC Debbie Simpson | Dorset |
| CC Michael Barton | Durham |
| CC Stephen Kavanagh | Essex |
| DCC Rod Hanson | Gloucestershire |
| CC Ian Hopkins | Greater Manchester |
| CC Jeff Farrar | Gwent |
| CC Olivia Pinkney | Hampshire |
| A/ACC Amanda Pearson | Hampshire |
| CC Charlie Hall | Hertfordshire |
| CC Alan Pughsley | Kent |
| CC Steve Finnigan | Lancashire |
| CC Simon Cole | Leicestershire |
| CC Andy Cooke | Merseyside |
| ACC Andy Ward | Merseyside |
| AC Mark Rowley | Metropolitan Police Service |
| AC Helen King | Metropolitan Police Service |
| AC Martin Hewitt | Metropolitan Police Service |
| DAC Helen Ball | Metropolitan Police Service |
| CC Simon Bailey | Norfolk |
| CC Simon Edens | Northamptonshire |
| CC Steve Ashman | Northumbria |
| CC Dave Jones | North Yorkshire |
| CC Sue Fish | Nottinghamshire |
| DCC Simon Torr | Nottinghamshire |



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|--------------------|-------------------------|
| CC Phil Gormley | Police Scotland |
| CC George Hamilton | PSNI |
| CC Peter Vaughan | South Wales |
| CC Stephen Watson | South Yorkshire |
| CC Jane Sawyers | Staffordshire |
| CC Mike Bowron | States of Jersey Police |
| CC Steve Jupp | Suffolk |
| DC Gareth Wilson | Suffolk |
| CC Nick Ephgrave | Surrey |
| CC Giles York | Sussex |
| CC Francis Habgood | Thames Valley |
| CC Martin Jelley | Warwickshire |
| CC Anthony Bangham | West Mercia |
| CC David Thompson | West Midlands |
| T/CC Dee Collins | West Yorkshire |
| CC Mike Veale | Wiltshire |
| CC Paul Crowther | BTP |
| CC Alex Marshall | College of Policing |
| Alf Hitchcock | MoD |
| Lynne Owens | NCA |
| Colonel David Neal | Royal Military Police |

In attendance for specific items

| | |
|----------------------|---|
| Nick Folland | CPS |
| Rt Hon Brandon Lewis | Minister for Policing and Fire Service |
| Julia Mulligan | Police & Crime Commissioner |
| Paul Lincoln | Director General - Crime, Policing & Fire Group Home Office |

In attendance

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|--------------------|--|
| Supt. Tim Metcalfe | NPCC Chief of Staff |
| Insp. Ben Gasson | NPCC Staff Officer |
| Nicole Higgins | NPCC Strategic Planning and Risk Manager |
| Georgina Wade | NPCC Public Relations Officer |
| Nicola Growcott | NPCC Communications Manager |
| Richard Hampson | NPCC Business Officer |
| Sherry Traquair | NPCC FOI and Decision Maker |
| Colin Ley-Smith | ACRO |
| Oliver Cattermole | College of Policing Chief of Staff |
| Andy Harding | Staff Officer to DAC Basu |

09:00, 13 October 2016, CEOP HQ, Vauxhall, London

OPEN SESSION

1. ATTENDANCE AND APOLOGIES

1.1. The Chair welcomed those present to the meeting of Chief Constables' Council in London and commenced the meeting with welcomes to new attendees' CC Charlie Hall of Hertfordshire, CC Mark Collins of Dyfed Powys and CC Anthony Bangham of West Mercia. Introductions were made around the room.

1.2. The following tendered their apologies for the 12 and/or 13 October 2016 session of Council:

Commissioner Bernard Hogan-Howe, Deputy Commissioner Craig Mackey, Dee Collins, Group Captain Horne, Mike Griffiths, Neil Rhodes, Simon Prince and Suzette Davenport

2. MINUTES

2.1. The Minutes of the previous meeting held on 12-13 July 2016 were agreed.

3. MATTERS ARISING

3.1 Chiefs were requested to note the contents of the closed actions within the Council Action Log.

The Chair focused attention on the outstanding actions:

Action item number 3.2: The Chair will extend an invitation to Sir Tom Winsor to attend a future Council if his attendance is congruent with the agenda.

Action item number 4.2.9: CC Alex Marshall confirmed that it is the responsibility of chiefs locally to decide whether a role is politically restricted.

Action: CC Alex Marshall to provide a briefing paper on the restrictions that can be put in place to limit and or prevent a police officer from participating in political activities.

Action item number 4.3: To be discussed later during the agenda item on the Police Reform and Transformation Board.

Action item number 4.3.7.9: Richard Hampson to liaise with the NCA for a response on this action.

Action item number 12: All co-ordination committee updates on Brexit have been placed on ChiefsNet.

3.2 **Pre-charge bail update:** CC Simon Byrne informed colleagues of the high likelihood that the changes to timescale and authority levels will happen. The last attempt to inform Parliament of the impact of the change will be towards the end of October when the Bill progresses through

the Committee Stage of Parliament. The College of Policing will hold a conference in Ryton on 16 November to prepare people for the change.

CC Alex Marshall informed colleagues that the studies on bail undertaken in forces showed that 70% of cases would go beyond 28 days to 56 days. Sexual offence cases would be most affected by the changes with many of these cases unable to be processed within 28 days because of forensic and digital examinations.

- 3.3 Targeting on-line abuse update:** CC Mike Barton informed colleagues that work to tackle online abuse fits within the crime area of stalking and harassment and should not be directed solely at the work being undertaken within the Digital Intelligence and Investigation portfolio.

The Crime Operations Coordination Committee is taking the lead on ensuring that all leads are placing equal focus on the digital element of all crime types.

AC Mark Rowley updated colleagues on the work to tackle online abuse of MPs and the coordination of activity across forces. Collaborative working is taking place with parliamentary security advisors and the Independent Parliamentary Standards Authority (IPSA).

Attention was drawn to the recently published Guidelines on Prosecuting Cases Involving Communications Sent Via Social Media published by the Crown Prosecution Service.

Action: Richard Hampson to post the CPS guidelines on ChiefsNet.

4. STANDING ITEMS

4.1. Chair's Update

The Chair requested that CC Dave Thompson provided colleagues with an update on a recent meeting about the funding formula with the Policing Minister.

4.1.1. Funding Formula

CC Dave Thompson provided an overview of his meeting with the Policing Minister and reminded colleagues of the Strategic Sector Group (SSG) and Technical Reference Group (TRG) being set up by the Home Office to review the funding formula.

CC Dave Thompson identified the membership of both groups.

Action: CC Dave Thompson to provide chief constables with regular updates on the work of both the SSG and TRG.

4.1.2. Honours

The Chair updated colleagues on a letter received by herself, the Commissioner Bernard Hogan-Howe, the Police Federation and the Superintendent's Association from the previous Home Secretary Theresa May. This letter said that nominations for the Queen's Policing Medal (QPM) would benefit from greater reflection of the courage and operational contribution of all ranks.

The NPCC is working with the Home Office to move towards a more democratic process for nominations. This will commence from the New Year 2018 process.

Paul Lincoln will correspond with all chiefs to request that they give thought to whom they nominate for QPMs.

Action: Chief constables to consider quality nominations from all ranks.

4.1.3. Association of Police and Crime Commissioners (APCC) & NPCC Partnership Summit 2016

The Chair publicised the NPCC Conference with the APCC which is taking place on 16 and 17 November. The Chair encouraged colleagues to register and attend the conference.

4.1.4. Police Memorial Day

The Police Memorial Day Trust is developing a paper to bring to Council to request that chiefs give consideration to contributing to the Trust's finances. A paper will be brought to Council in January 2017.

4.1.5. Leadership Learning

The Chair provided an overview of the work to date informing colleagues of the first workshop on 29th November, which will be led by Bernard Jenkin MP. The Chair reminded colleagues that Bernard chairs the Public Administration Select Committee and wrote a very good report on the Health Service, which contributed to their work related to learning from failure. The following workshop will take place on 8th December and will be led by Matthew Syed.

The work of Superintendent Tim Metcalfe was highlighted and colleagues were informed that the majority of one to one interviews with colleagues on the panel had been undertaken, and had provided a rich source of information that will be synthesised into a report.

4.2. College of Policing Professional Committee Update

CC Alex Marshall provided an overview of the contents of the September 2016 Professional Committee Meeting update paper.

A number of points were highlighted in addition to the paper:

1. The College's membership website has been up and running for three weeks with approximately, 100 people a day joining up. Approximately 2,000 people joined as members in the first two weeks. The College has been speaking with forces to ensure that there are technological links between the College's website and those of different forces. Members will have one stop access to all of the products and services, careers advice, job adverts and a daily policing news summary.

Action: Chiefs to encourage police officers and staff to sign up to the membership website.

2. The current direct entry cohort for superintendent and inspector schemes gathered on the evening of 11th October. Planning for the 2017 recruitment campaign is now taking place. The College has written to all forces to ask them if they would like to participate in 2017.

3. National Continuing Professional Development (CPD) day is taking place on 7-11th November. The Chiefs' CPD day will take place on 9th November.
4. Attention was drawn to the various Authorised Professional Practice (APP) updates and in particular, the Mental Health APP and the Domestic Abuse APP and the research and new educational programme. Both Hertfordshire and Humberside have participated in pilots, the feedback of which has been positive.
5. The College of Policing is making changes to its programme of training courses for forces following a comprehensive review. The review, which included consultation with staff, national policing leads and other key stakeholders, was carried out earlier this year to consider whether the existing training programme was aligned with the College business priorities.

The review found some College training courses including forensics, personal safety, method of entry and crime prevention were already being provided to a high standard by police forces, under a licence from the College, and by the wider commercial market and so did not need to be delivered by the College. Other courses, which were reviewed, including the training on the strategic management of intelligence will continue to be delivered.

The College sets standards based on evidence of what works, and develops learning and training materials based on these standards, making them available to police forces, and this will not change as a result of the review.

The issues of costs was raised and confirmation gained from CC Alex Marshall that the College would stop delivering a range of paid and free courses.

4.3. Regional Papers

4.3.1. The Chair guided colleagues through the feedback from the regional papers.

4.3.2. The following positions were recorded:

- MoRiLE: green and noted.
- Memorandum of Understanding (MoU) with the Department for Work and Pensions: green and noted.
- Mounted Policing Update: mostly green with Wales and London indicating qualified support. CC Alec Wood explained that the paper is related to the use of alternative tactics within the use of mounted operations, whereas the comments from the two regions relate to mitigating the lack of mounted which is different. The paper was noted.

Action: CC Alec Wood to respond directly to Wales and London on their comments.

- National Strategy for Police Custody: majority green and noted.
- National Mutual Aid Telephony (NMAT) and 101: green and noted.
- Operation Hydrant: green and noted.
- Performance Management Framework: green and noted.

Action: CC Steve Finnigan to respond to the East Midlands and South East regions on their comments.

- Police and Fire Collaboration: green and noted.

Action: CC Alec Wood to respond to the West Midlands and North East regions on their comments.

- Professionalise and Accredite on a National Basis the Civilian Investigators Work: green and noted.

Action: CC Mike Barton to respond to the East Midlands, South East and London regions on their comments.

- Shaping the National Information Management and Operational Requirements: majority green. CC Peter Vaughan confirmed the support of the Welsh region. The paper was noted.
- Strategic Policing Requirement: mostly green and noted. CC Dave Jones confirmed that the North East supported the paper and had reached agreement with CC Peter Vaughan that further details would be brought back to Council in January 2017. The South West region confirmed their support.

Action: CC Peter Vaughan to bring a paper to council providing in depth detail on the proposal.

- The Curtis Report: The Future of National Standards for Incident Reporting: was not supported by the North East who want consistency on incident data and have concerns relating to the timescale.

A number of chief constables expressed their desire to discuss the paper further with the author.

Action: ACC Jeff Vaughan to present the paper on day two of Council, 13th October 2016.

- Understanding Demand Update: green and noted.
- Workforce Coordination Committee Update: green and noted.
- Conductive Energy Devices: green and noted.
- Membership and Voting: the Chair agreed that a number of good points had been highlighted by the North East Region.
 - Point 1 -delegated voting by proxy. If an ACC or DCC attends on behalf of a chief, then that individual has that chief's vote.
 - Point 2 - the Director General of the NCA is not a chief constable and the mistake in the paper will be rectified.
 - Point 3 - does include Assistant Chief Officers.
 - Point 4 - representatives for Specials will not be given a vote.
 - Point 5 - decisions are made on a majority decision and derogation remains a part of the S22 Agreement.

A discussion ensued about whether Special chief officers should have observer status at Council. A vote took place and the majority of members were opposed.

The Chair asked members if they would like to raise any additional points on the regional papers.

CC Mick Creedon requested that a reciprocity clause was included within the MoU with the Department for Work and Pensions.

Action: CC Mick Creedon to speak with Gary Pugh to ensure that the MoU includes reciprocity in the sharing of information with forces.

5. POLICE REFORM

Members were directed to the update paper written by Superintendent Tim Metcalfe on the Policing Vision 2025 and police transformation fund bids and recommendations.

The Chair provided an update of the work of the Police Reform and Transformation Board. Since the last Council, there have been two further meetings of the Board, one of which was an away day. A high proportion of time was spent at the away day discussing the Vision 2025. The Chair described the re-drafting process to members and the importance of addressing governance within the Vision. The Police and Crime Commissioners were keen that the Board looked to 2025 when formulating the vision.

The Chair highlighted the benefit of advising the Home Secretary on transformational bids and identified the importance of ensuring that the debate on transformation is not based purely on money.

The Chair acknowledged the laudable work undertaken by Superintendent Tim Metcalfe on behalf of chief constables, in gaining agreement on the process and participating in the work of the gateway group. The role of the gateway group was to match the 72 bids against the funding criteria and prepare a report for consideration by the Police Reform and Transformation Board. This report has been posted on ChiefsNet.

Recommendations have been made to the Minister. The grant letters should be received by the end of October 2016.

The Board and officials noted the need to think strategically about how to achieve the vision and working plans on the five strands of the Vision were being developed. Work has already been undertaken through the specialist capabilities and digital boards. The Board is beginning to morph into a commissioning mind-set and chiefs need to very much be a part of shaping and contributing to this.

The Chair solicited the views of other members of the Board.

CC Steve Kavanagh requested that a brief note be written and shared with chiefs as to why bids were or were not supported.

Action: Superintendent Tim Metcalfe to provide a brief note to chiefs to clarify why their bid was or was not supported.

The Chair noted that there were four bids relating to police and fire collaboration which were not supported by the Board. The Board will write to CC Alec Wood, David Lloyd and the GLA to request that they consider developing a strategic bid as opposed to one that concentrates on specific individual regions/forces.

CC Alex Wood confirmed his understanding of why the bids had not been supported.

A discussion took place relating to funding criteria, streams and timescales. It was noted that there will not be a separate innovation fund process moving forward and that chiefs should spend at risk now rather than waiting for an official grant letter at the end of October.

The Chair informed members that a letter from PCC Julia Mulligan and herself had been sent to the Police ICT Company and the National Police Technology Council (NPTC), chaired by Ian Bell which requested their ideas on how to undertake more joint technological work. This resulted in the development of three successful bids.

Ian Bell provided an overview of the three bids.

Productivity Services: A bid to secure funding to create a Police (and Blue light) cloud-based commoditised platform of services that forces can avail themselves of, comprising of email, and core office services including file shares in the first instance but with scale and scope increasing over time. Currently, it is estimated that 30-40% of current annual IT revenue spend at the force level is consumed by providing these services. There are significant savings to be made from buying this provision from a supplier.

Identity Access Management (IAM): A bid to gain funding to further develop the IAM work that the NPTC has already started. The delivery of this Programme will mean the creation of a single national identity management platform that is maintained, supported and kept current and secure. It will provide a national role-based access solution for police employees (and Blue light). Currently this is an unwieldy maintenance overhead managed locally that precludes a lot of straightforward interoperability and co-operation across forces. Forces should see savings on current national apportioned cost.

Security Operations Centre (SOC): A national operations centre to monitor all police information traffic flow for vulnerabilities and hacking attempts. The bid will be to specify, procure and deploy nationally a suite of tools and services to vastly improve security for policing (and beyond).

Lynne Owens gave her permission for the NCA to be named in any IT procurement process to create opportunities for joined up working.

The Chair confirmed that the Board will be inviting ICT colleagues to investigate opportunities for joint working in the areas of storage and Enterprise Resource Planning (ERP).

6. SPECIALIST CAPABILITIES

The Chair introduced the specialist capabilities phase one report and iterated the importance of the Specialist Capabilities Team linking in with members to ensure that members are content with the direction of travel. The Chair noted that the work is planned until March 2017.

Members were informed that the Specialist Capabilities Team would be presenting the same report at the Association of Police and Crime Commissioner's (APCC) General Meeting on 20th October 2016.

Action: All chiefs to discuss the specialist capabilities papers with their Police and Crime Commissioners.

Chris Sims delivered a presentation on the Specialist Capabilities Programme - Phase One Report and Capability Review Reports.

The following areas were discussed:

- Collaboration: This takes time and will not yield a quick turnover of savings. The programme estimates it can improve effectiveness by 80% and efficiency by 20%. Investment is to make these capabilities more effective.
- Data: This is a challenge, but it should not be a barrier to change as the report presents a compelling case to change.
- Existing work: Many forces will already be undertaking work in the areas noted in the paper and will be operating with a "trading mind-set" e.g. ROCUs. Thus concern was raised that not all forces will sign up to the proposals.
- Leadership: Developing experts in specific fields may not be the best method of demonstrating leadership.
- Support from PCCs: PCCs will need to be fully briefed on the detail that shows the programme is about increasing access to capabilities as opposed to losing them. Briefing to clearly define the difference between the concept of the trading mind set and mutual aid.
- Force Mergers: If fewer forces existed, the proposals would still be valid. However, it is unlikely that there will be a reduction in forces at the present time, but even with fewer forces the proposals would still be valid.
- The absence of a defined structure within the paper, the changing role of British policing and the role of the chief constable. The nature of the skills required of chiefs in the next few years will change. The role will become more of a commissioning agent. This should be addressed through personal development and working with the College of Policing.
- The ability for forces to access high-end assets through a 'network' model, particularly those forces where demand for such assets is typically low and the cost of dedicated assets may be unviable. Further work will be required to ensure that chiefs and PCCs are confident in this method of working.
- Governance: PCC Paddy Tipping is leading on this area of work and CC Simon Cole sits on the working group. The Police Foundation has been commissioned to undertake work in this area and the first interim report has been placed on ChiefsNet. The surveys show that there is an issue about governance relating to access from chiefs' perspective and equity and fair allocation from a PCC perspective.
- Methodology: The paper articulates the benefits of the option recommended but it would benefit from being clear on what the other options were and why they have been discounted. In addition, the risks and mitigation should be included.
- Consultation and engagement: A good consultation process has taken place.

- The discussion concluded with the reflection that there was general support from chiefs with intelligent and thoughtful questions raised on specific areas.

Action: Chris Sims to provide chiefs with a number of examples to enable them to clearly explain the programme and next steps to PCCs.

Chiefs were requested to agree the three recommendations proposed within the report.

Recommendation One -to accept the concept of networked policing as underpinning the services' strategic approach to specialist capabilities and to support the following steps to strengthen the network - was supported.

Recommendation Two - to agree the process for considering the capability level proposals made to improve the five capability areas - was supported.

Recommendation Three - to support the continuation of the Specialist Capabilities Programme adopting the following methodology – was subject to further work

Firstly, to deliver the implementation of supported proposals and the development of national network principles. Secondly to extend its methodology to include cyber, intelligence and proactive investigation against definitions to be agreed.

Decision: It was agreed that the Specialist Capabilities Team would describe exactly what they mean by proactive investigations. Capabilities need to be divided into sub capabilities so for example intelligence does not include the whole of intelligence and work will be undertaken with the intelligence portfolio to look at which of the sub capabilities require inclusion.

Action: Recommendation Three: To add to the wording of the recommendation to “extend its methodology to cyber, intelligence and proactive investigation against definitions to be agreed”.

Action: The Specialist Capabilities team to write the exact wording for recommendation three and send out to members for consultation and for the Board to agree.

Action: Chris Sims will work with the specific leads for the business areas and undertake a round robin of members.

Decision: Members agreed that upon inclusion of the two above caveats, the Board could decide upon the definitions.

The Chair thanked Chris Sims and Andy Newsham for their work on the Specialist Capabilities programme.

7 WORKFORCE

CC Alex Marshall introduced this section of the agenda, reinforcing to members that the entire work programme of the College is focussed on workforce transformation.

An overview was given of the governance structures within the College, confirming chief officer representation on the College Board and on the Professional Committee.

The purpose of the session was to highlight key areas of work and talk to chiefs as employers, identifying the implications as employers as opposed to members of the profession.

Members were informed that CC Francis Habgood would provide an overview of the work related to pay and reward later in the session.

The purpose of the College was described as equipping people in policing with the skills and knowledge they need to do really well. The demand analysis report was identified as a good illustration of how the College could collate data that enables evidence-based discussions with Government. The demand work clearly showed the rapid changes relating to vulnerability and online crime, serious organised crime and counter terrorism development. It demonstrates that crime has become more complex and every local investigation now often includes online aspects, some safeguarding considerations and working with partners.

CC Alex Marshall explained to members that the College groups its work into three areas: knowledge, education and standards. He then guided members through a number of the big pieces of work being undertaken.

7.1 Policing Education Qualifications Framework (PEQF)

The College has consulted widely on the recommendations with the public, forces and staff associations. All of the PEQF recommendations went to the College Board and the only rank that will require a pre-requisite qualification will be chief officers. For all of the other levels, if an individual does not have the qualification at attainment of that level, they can achieve the qualification while serving in that rank.

A framework was approved but the Board has requested further work on timings and implementation. The College will work with chiefs as employers to understand what would be reasonable in terms of implementing this framework across their organisations.

Wales is not subject to the apprenticeship levy and therefore further thought is required on the different forms of entry for Wales.

The high-level apprenticeship is for constables. Work is ongoing in the area of police staff and apprenticeships e.g. how could PCSOs be brought in on an apprenticeship scheme.

CC Francis Habgood explained that his involvement with the PEQF and higher level apprenticeships was from the perspective of an employer rather than a HR and learning and development perspective. He said both schemes presented positive opportunities for policing but identified a number of areas which chiefs should be thinking of as employers:

- Higher level apprenticeships come with a requirement of 20% protected learning time. Chiefs as employers will need to consider how they negotiate with higher education establishments to manage the protected learning time with the requirements of the role.
- Forces cannot have an arrangement where everyone starts in the normal university academic year. Forces have got to be able have people start throughout the year. Engagement between chiefs and higher educational establishments is needed to ensure courses are going to work for policing.

- The timelines are ambitious. The scheme is intending to start from September 2017. Therefore, if forces do not already have arrangements with higher educational establishments locally, they may find this an unachievable timeframe. However, it would be a good time to look at a network arrangement for delivering higher level apprenticeships as there are already a number of higher education establishments working in this way.
- Apprenticeships do not provide funding to forces. There are already some good arrangements in place with forces and higher education establishments, which others can learn from.
- As policing becomes an accredited profession, applicants will need to demonstrate that they are either operating at A level standard or have equivalent qualifications and have the ability to complete a degree and gain professional accreditation within policing.

CC Habgood requested that chiefs familiarise themselves and remain sighted on the work of their force in this area.

Action: CC Habgood to work with chiefs to form a group of approximately six forces of different sizes, and maturity levels in terms of arrangements with higher education establishments to start considering the implications.

CC Alex Marshall informed members that a differently educated and prepared workforce will be an investment and that the College had already undertaken some work on costs and timings. The College has a number of proposals and suggestions that they could make in these areas.

The apprenticeship levy can be shared between forces to a certain extent so if forces are in collaborative arrangements they can agree to draw down on another forces' levy. In addition to the money being taken from forces from April 2017, if forces want to have further apprenticeship schemes, the Government may fund up to 90% of the cost.

A discussion ensued in which the following points were raised:

- The Department of Education have not yet finalised the funding available so these funding assumptions contain a level of risk.
- There is a risk that higher education establishments will not be able to deliver new recruits to forces in the numbers and at the time that they are needed. The College would benefit from undertaking further work in this area to understand whether the timeframe of 2020 is achievable or should be extended. It was confirmed that although the College Board has agreed the framework it has not agreed the timeline or the implementation until the College has had more time to work with chiefs.
- Forces will need to consider where to place new recruits through these routes on the pay scale for constables, given that forces will be funding training and degree costs. These decisions have budget implications for all forces.
- The PEQF framework will offer three routes into the police service:

- a practical police degree
 - a six-month conversion for individuals with an existing degree
 - a higher level apprenticeship scheme.
- Competencies. The leadership review considered the competencies in the recruitment process and whether the current pack of Policing Professional Framework (PPF) and the competency framework are fit for the future. The College therefore introduced the Competency Values Framework, which is being used for the first time at the 2016 Police National Assessment Centre (PNAC) process and is already being used by some forces including the Met.

CC Alex Marshall informed members that CC Debbie Simpson will be the Director of the Strategic Command Course for next year and DAC Helen Ball from the Met will be the Deputy Director.

The session was paused at this point with a commitment to return to this agenda item on day two.

8 LOCAL POLICING

CC Simon Cole requested that chiefs note the following point:

- 12 October 2016 Prevent Board meeting. The Home Secretary now chairs the Prevent Board and is encouraging other partners on whom the duty applies to become more engaged. It was a positive meeting that reflected the ongoing work across forces.

Action: All chiefs to ensure that they are aware of the activities being undertaken by their force prevent team.

CC Simon Cole introduced Commander Christine Jones and the work that she is leading on relating to mental health, restraint, s136, transport and the Crisis Care Concordat.

Commander Jones thanked members for the opportunity to present her work. Particular thanks was given to CC Marshall and his team at the College of Policing for their support in moving the work forward.

Commander Jones provided a verbal presentation, which highlighted the following areas:

- The role of the police in mental health institutions including the activities undertaken by police officers within the mental health environment and the capacity, capability and training of health providers.
- Lord Alex Carlisle QC CBE is Chair of the Expert Reference Group on Mental Health and Restraint, which consists of police experts and representatives from across the health spectrum including representatives from the Royal College of Psychiatry, Royal College of Nursing and the Royal College of Paramedics.
- The Group have developed a document that will provide forces with some support in discussions with health partners. The document confirms the role of the police when they are called to restrain people within the health environment.
- Department for Health have not yet signed up to the document as an agreed Memorandum of Understanding, but have been part of its development. All involved in developing the document will be referenced within it.

- Within the next few weeks, the Reference Group will publish the first round of advice to forces on the use of restraint in the mental health environment. This will be followed by a further piece of work looking at restraint within the broader health environment i.e. accident and emergency departments or doctor's surgeries. The document will be absolutely clear on the roles and responsibilities of partners to maintain their ownership of the clinical welfare of the individual.
- Commander Jones congratulated chiefs on the 54% reduction in the use of police cells and informed members that a Home Office working group is being set up to look at s136 legislation.

Action: All chiefs to drive the adoption of this particular advice through their Clinical Commissioning Groups and Crisis Care Concordat Groups because they are already set up to look at the best approach to crisis care management.

Action: Chiefs to inform Commander Jones of any issues they are experiencing in relating to s136.

Action: Chiefs to ensure that a local escalation process is in place to inform Chief Executives of problems in their commissioning strategies and priorities that lead to health services being unable to deal with demand.

A discussion ensued covering the following areas:

- Training of officers to enable them to deal with people with mental ill health is being addressed through the recently published Mental Health Authorised Professional Practice.
- If forces have vulnerability assessment frameworks in place and are applying the Authorised Professional Practice they are starting from a good base point on which to address some of the issues around vulnerability.
- Forces are far better now at recognising mental health as opposed to criminality in a more constructive and understanding way than has perhaps happened previously.
- Forces need to be conscious of their own escalation processes for mental health concerns.
- Members identified the need to also look at the roles and responsibilities of police within elderly care homes and care homes for young people.

Action: Forces to look locally at the implications of advice being given about restraint to see whether or not their local restraint and officer safety guidance is aligned.

Action: CC Cole to look at how the Local Policing Co-ordination Committee could be reorganised to include categories such as elderly care homes, care homes for young people and Ofsted's role.

CC Cole delivered a presentation on the work being undertaken within the local policing strand of the reform and transformation programme, which included an overview of partnership working.

CC Pinkney delivered a presentation on the work of the children and young people portfolio including an overview of the National Strategy for the Policing of Children and Young People, the associated action plan and the areas of focus.

Action: All chiefs to familiarise themselves with the Child Centred Policing National Action Plan, taking into consideration the perspective of children and young person in their national and force roles.

CC Cole identified the need to reinvent the Local Policing Co-ordination Committee work to address such challenges as the delivery of the Vision 2025, integration and what work needs to be developed micro-locally as opposed to what could be taken off the shelf and used. He raised the question of what the local policing transformation bid should include and informed members that one of the areas being looked at is potentially a national iteration of street games diversionary sporting activity with some commonality.

The local policing section of the Police Reform and Transformation Board is not at the same stage as the other areas within the reform portfolio. The Association of Police and Crime Commissioners are working to identify a lead PCC to bring together partners agencies to work together at the national and strategic level.

CC Cole identified Supt Jim Lunn as the local policing lead for the College.

CC Kavanagh highlighted the work of the Prison Reform Trust, which encourages forces to work with them to reduce offending in children's homes.

Paul Lincoln offered the assistance of the Home Office in progressing the work of the local policing portfolio through joint working with forces and PCCs.

Members thanked Commander Christine Jones for all of her work in moving forward the mental health agenda.

9 DIGITAL POLICING

The Chair introduced CC York and welcomed Nick Folland, Chief Executive of the Crown Prosecution Service (CPS) to Council.

CC York delivered a presentation on the Digital Evidential Transfer Service (DETS). He provided an overview of the context of digital policing, outlined the proposal to Council and sought agreement by members.

Nick Folland provided members with an overview of his background, followed by his early observations of the CPS, CPS 2020, the Common Platform Programme and how police and CPS could work together.

Nick Folland thanked Hacer Evans, the Digital First team and Giles York for all of their engagement with the CPS.

The Chair reminded members that policing has signed up to the Common Platform and the Memorandum of Understanding.

The Chair requested the thoughts of members and for any questions relating to DETS and developing a joint bid.

Action: CC York to request Hacer Evans to engage with the NCA on the common platform programme.

- CC York explained that the current thinking relating to ownership of the cloud is that it will be rented. Further consideration is being given to ownership of data and how many times data is required to be stored.
- An update was provided on the digital case file pilot. A full review of all cases will take place at the end of November.

Nick Folland offered members the opportunity to speak with him at any time about any issues that they have in relation to this work or work in general with the CPS.

Chiefs were requested to agree the four recommendations proposed within the report.

Recommendation one - to acknowledge and endorse the requirements contained in the previously agreed MoU between NPCC and CPS - was supported.

Recommendation two - to endorse the capture, store and share concept - was supported.

Recommendation three - to agree a national cloud solution for sharing evidence.

Decision: The wording of recommendation three to change to “agree that we will propose a national cloud storage solution for sharing evidence” was supported.

Recommendation four - to endorse the proposal for a central DETS and support the Digital First Programme in a financial bid for delivery - was supported.

The Chair thanked CC York for his work, Nick Folland for his presentation and Hacer Evans for all of her work.

10 GOVERNANCE

The Chair welcomed Julia Mulligan, Chair of the Police Reform and Transformation Board and PCC for North Yorkshire to Council and acknowledged that this was the first time in Council history that a PCC had attended Council.

PCC Mulligan thanked members for the invitation to Council and proceeded to provide a verbal presentation on the general principles relating to governance.

The presentation touched on the following areas:

- Accountability of chief constables to PCCs for the operational delivery of policing including the strategic policing requirement.
- Complexity of policing and therefore by definition the complexity of the governance of policing and the tension that this can cause between a chief and a PCC.
- Locality of threat, harm and risk.
- Trust of local communities and impact of policing activities on trust and confidence.
- Requirement for clear management structures and frameworks including direction and control.
- Communication between chiefs and PCCs.
- Role of transparency, openness, accountability and accessibility in defining governance.
- Need for proper business constructs.

CC Marshall thanked PCC Mulligan for presenting at Council and secondly acknowledged her assistance in enabling CC Jones to move to South Yorkshire to manage the force in the absence of a substantive chief.

A discussion ensued covering the following areas:

- The legal accountability form of governance and using governance as an opportunity to challenge on behalf of the public.
- The building of trust and communication both across and between chiefs and PCCs.
- PCCs are developing portfolios but would benefit from undertaking more joined up working and more proactive conversations locally with chiefs especially in relation to change programmes.
- Jacky Courtney, Assurance Manager for the Police Reform and Transformation Board was acknowledged and identified as a joint resource who will be looking to ensure that PCCs with national programmes are sufficiently briefed to enable them to perform their role effectively. Jacky will have a team behind her to enable this to be delivered.
- The role of chiefs locally as the principal policing advisor to the PCC.
- The role of a PCC in analysing and evaluating the assessment of risk and threat identified by a chief, to ensure that the risk assessment is correct in relation to meeting the needs of local communities.
- Survey by the Police Foundation.

Members thanked PCC Mulligan for her presentation and debate.

11 BUSINESS ENABLERS

11.1 Landscape Review

Richard Thwaite provided members with an overview of his presentation on the Policing Technology Landscape Review, including the findings and primary recommendations.

Members raised the following points:

- A request to the NCA from the Home Office to take on the “brain” of the Communications Capability Development Programme (CCD) to assess the threat and risk. The NCA has carried out its own due diligence and will offer to take on this area of the programme over a staged period to allow them to recruit the technologists, analysts and programme managers required. The NCA will raise with the Home Office the need to look at the programme through a broader lens which will then enable them to decide upon resources.

Action: NCA to send a copy of the letter, once written, to all chiefs.

Action: The National Digital Evidential Service, Digital Intelligence and Investigation and Communications Capability Development Programme to be placed on the agenda at a future Council meeting.

Action: All chiefs to ensure that local digital leads are linking in with the national programmes.

- Consideration could be given to NDES, DII and CCD being placed under the same governance mechanism as the other digital programmes and report into the Police Reform and Transformation Board.
- The chair updated members on the current review and governance arrangements which include a bi-weekly conference call comprising of representatives from the NPCC, APCC, PCCs, the Police ICT Company and the Home Office. Discussions are taking place with PCCs Katy Bourne, Julia Mulligan and Vera Baird, as to how this work fits with the PRTB and whether the work should be positioned within the business enablers' strand of reform.
- A number of questions were asked about:
 - the blueprint and architecture plan and the risk of the programmes advancing to an unclear destination;
 - level of integration of NPCC programmes and Home Office programmes and who carries the risk of integration;
 - the various commercial strategies being developed by each individual programme of work.
- Members were informed that the NPCC and APCC are working on a blueprint, architecture plan and commercial strategy.
- The role of the newly re-organised Information Management and Operational Requirements Coordination Committee (IMORCC) was reiterated to members. The existence of IMORCC will enable chiefs to better understand the relationship between national policing and the technological programmes and equally help to build a more consistent approach to governance, standards and visibility.
- Dependency mapping is taking place bringing together the work of the National Police Technology council, the Police ICT Company, the Policing Technology Landscape Review and the digital programmes.
- The College of Policing informed members that they are working with the Home Office to identify a method to test this work with the end user.
- The National Law Enforcement Data Programme (NLED) has recently undergone a gateway review and the biggest issue was identified as user engagement. Further work will need to be undertaken in this area.

The Chair thanked Richard Thwaite for his presentation.

13 October 2016 at 09:00, CEOP HQ, Vauxhall, London

OPEN SESSION

12 POLICING REFORM

The Chair welcomed Brandon Lewis, Minister for Policing and Fire Service to Council.

The Policing Minister thanked members for providing him with the opportunity to speak with them and declared how proud he is of the great work of the police service in keeping people safe. He updated chiefs on his visits to forces across the country and offered chiefs the opportunity to meet with him to share their views.

The Minister spoke about:

- Home Office commitment to police-led reform.
- The achievements of the police including a fall in crime during a period of a reduction in funding for the police.
- The changing profile of crime and the need for the police service to change to move forward, flex and deliver.
- The need for police to be modern and diverse to maintain public confidence and cut crime in a modern society. He encouraged forces and the fire service to progress further in this area.
- The Leadership Review as a foundation for opening up policing to people of different backgrounds. He confirmed that it is the role of local police leaders, the College of Policing and the National Police Chiefs' Council to drive improvements in terms of recruitment, retention and progression, including the ongoing expansion of direct entry.
- Safety and security remaining a top priority as we leave the European Union.
- The savings achieved through collaboration without sacrificing local accountability and identity. An example of the strategic alliance between Warwickshire and West Mercia Police was given.
- The Specialist Capabilities Review leading to a better understanding of what services need to be delivered, where and how. He confirmed that he is looking forward to seeing the response to the consultation at the end of October 2017.
- The Policing and Crime Bill as an enabler of collaborative working between blue light services.
- Use of technology to improve services; recognising the important work of the Digital Programme.
- The need for police and the criminal justice system to make best use of all available resources and international networks to deal with foreign national offenders.

- The Police Reform and Transformation Board's role in advising the Home Secretary on the distribution of funds through the Police Transformation Fund. Further funding announcements anticipated by the end of October 2017.
- The National Policing Vision 2025 was welcomed.

The following issues were raised and discussed:

- The need for collaborative working to go further than the Home Office family to Westminster and beyond was acknowledged, including ensuring that roles and responsibilities between police and health services are right when dealing with people with mental ill health.

Action: CC Marsh to write to the Minister on the development of a cross government policing strategy.

- The role of HMIC within policing as a self-transforming service.
- Police concerns about changes to pre-charge bail and implications for police, the criminal justice system and victims and witnesses.
- The growing concern about rising police assaults including the number of assaults requiring hospital treatment rising. There seems to be silence in public life around this issue and a lack of outrage that people are being assaulted who are trying to protect our communities from harm. The Minister iterated his abhorrence for this type of activity and identified it as an area that needs further discussion.

Action: The Policing Minister undertook to raise the issue of assaults on public servants and police officers publicly.

- Culture and empowering the workforce. The Minister highlighted the work of the College of Policing in professionalising policing and how important this work is in providing the police with accreditation so that when they are taking risks they are well assessed risks. The importance of a culture that learns from failure was also recognised including trialling new ways of working which may not always be successful.
- Clarification was sought as to how devolution will take place between policing and fire services. The Minister confirmed that devolution is going ahead at different paces across the country. He asserted the need to focus on outcomes and then allow the structure to follow. The Policing and Crime Bill will enable Police and Crime Commissioners to become Police, Fire and Crime Commissioners. This will not be mandated or enforced, but enabled.
- Safeguarding working with partner agencies including public protection, modern slavery and organised immigration crime. The Minister agreed to feedback to Sarah Newton, Under-Secretary of State responsible for this and meet with both CC Sawyer and Sarah to progress this work.
- The process for reviewing the funding formula is ongoing with police involvement from the start. All chiefs and PCCs have been given an opportunity to provide feedback to the Minister on the principles they think should be used to govern the process. The timescale for the process was not confirmed.

The Chair thanked the Minister for Policing and Fire Service for his openness and candour.

The Chair confirmed a change to the agenda and requested Brexit be discussed next.

WORKFORCE PART 2

CC Marshall provided an overview of Paper seven.

The importance of the PEQF was referenced, including the change that it will make to the educational requirements for policing at every level.

The College will commence the review of all of the role profiles in policing from November 2016 with a completion date of 2017.

Designing and assessing competence has been changed to assessing and recognising competence.

Canterbury Christchurch University has been commissioned to develop a model to recognise and accredit the skills and experience that people already have.

Pilots for Advanced Practitioners will commence in a few months' time.

CC Habgood provided an overview of the specific implications upon chiefs as employers.

In the future, people will be assessed based on the contribution that they make. This is already in place in some areas.

Organisational design should be focused on directing the right decisions at the right level within an organisation based on skills and competence and not just based on the fact that it is a particular rank.

Partner arrangements need to be in place, particularly with higher educational establishments.

Reward will be based on the principles of competence, skills and contribution rather than time in service. This has been agreed with staff associations.

CC Marshall requested the commitment of members to work with the College on the implementation and timings of the PEQF.

Members were asked to note the briefing paper on PEQF and to contact CC Marshall if they required a more detailed briefing.

A discussion took place on the issues and impacts relating to the 30+ scheme.

Action: CC Habgood to liaise with Metropolitan Police HR and jointly issue a briefing on ways of retaining skills in a 30+ pension type scheme.

Action: CC Habgood to distribute a document to members from the Police Staff Council on Winsor proposals.

Decision: The Chair confirmed that members are happy with CC Habgood's negotiating stance on reward being based on the principles of competence, skills and contribution rather than time in service.

Action: All members to note, provide feedback and work with the College to develop the appropriate phasing and timescales for the PEQF.

16. MODERN SLAVERY

CC Sawyer provided an overview of his papers.

He said that forces were demonstrating real progress in tackling modern slavery but that better data capture is needed.

Members were informed that HMIC will inspect forces in this area and they will look at force data, intelligence sharing, training and awareness, and partnerships.

Funding of £8 million pounds has been approved as a result of the PRTB bid.

CC Sawyer provided members with an overview of the structure of the team and the placement of resources.

CC Sawyer reminded Chiefs to ensure that officers and staff understand the impact of modern slavery and organised crime in their force area.

Action: Chiefs to invest in their ROCUs to build the data.

Action: Forces to respond to data requests from the NCA.

Action: CC Sawyer to further develop the plan in Appendix C to identify key stakeholder engagement activity.

Action: Modern slavery to be placed on the agenda for Council in January 2017.

Chiefs reiterated that this hidden crime must be addressed.

NATIONAL STANDARDS FOR INCIDENT RECORDING (NSIR)

CC Farrar provided some background to the paper, prior to providing members with an overview of the contents of the paper.

CC Farrar suggested that a small working group considers the methodology and proposals, which are then piloted in one or two forces and then return to Council with the results prior to a wider roll out.

CC Dyson recommended that forces be clear as to the type of data that is required and the business reasons for capturing that data.

The Chair directed members to section five of the paper.

5.1. Chief officers are asked to agree the review to establish a new approach to incident recording. This will aim to provide a better reflection of demand, focussed on a standardised set of opening codes supported by a move to introduce range of incident classifications within Home Office Counting Rules. Support was given to assembling a group to look at a new approach.

5.2. If agreement is reached to review NSIR, chief officers are asked whether they wish to participate as an early adopter force. A suitable resource will need to be identified from the force to act as tactical lead. Supported with a change of wording from 'early adopter' to 'pilot' and an agreement to return to council for any further decision relating to implementation.

5.3. It is suggested that the contents of this paper are shared with your chief officer lead for crime recording and incident management and specifically the Force Crime Registrar and Force Incident Manager. Supported.

Action: Paper to be brought back to council in either January or April 2017.

The Chair agreed for an overview to be provided on inspections on Crime Data Integrity (CDI).

Action: Thames Valley Police to work with CC Farrar.

Action: CC Farrar and CC Finnigan to discuss inspections on CDI with Mike Cunningham.

Action: CC Thornton to discuss inspections on CDI with the Minister for Fire and Policing.

18. DELIVERY PLAN

The delivery plan was noted by members.

19. ANY OTHER BUSINESS

There were no items put forward.

13 October 2016 at 09:00, CEOP HQ, Vauxhall, London

CLOSED SESSION

- 3. MATTERS ARISING**

- 8. LOCAL POLICING**

- 11. Emergency Services Mobile Communications Programme (ESMCP)**

- 17. BREXIT AND POLICNG (Item 17 on the agenda)**

- 14. CT OPERATIONAL UPDATE**

- 15. DEMAND, RISK AND RESOURCE (DRR3) UPDATE**

- 14 UNDERCOVER POLICING INQUIRY**

END OF MEETING