

Chief Constables' Council Minutes

Wednesday 13 – Thursday 14 July 2016
Merton College, Oxford

Security classification: Official
Disclosable under FOIA 2000: Open session
Force/organisation: National Police Chiefs' Council (NPCC)
Date created: 18 July 2016

13 July Attendees

CC Sara Thornton	NPCC Chair
CC Andy Marsh	Avon and Somerset
CC Jon Boutcher	Bedfordshire
CC Alec Wood	Cambridgeshire
CC Simon Byrne	Cheshire
Commissioner Ian Dyson	City of London
CC Iain Spittal	Cleveland
DCC Peter Goodman	Derbyshire
CC Debbie Simpson	Dorset
CC Michael Barton	Durham
DCC Stephen Watson	Durham
CC Simon Prince	Dyfed Powys
DCC Matthew Horne	Essex
CC Suzette Davenport	Gloucestershire
CC Ian Hopkins	Greater Manchester
CC Jeff Farrar	Gwent
DCC Sara Glen	Hampshire
CC Andy Bliss	Hertfordshire
DCC Garry Forsyth	Humberside
CC Alan Pughsley	Kent
CC Steve Finnigan	Lancashire
CC Simon Cole	Leicestershire
DCC Gary Knighton	Lincolnshire
CC Andy Cooke	Merseyside
AC Mark Rowley	Metropolitan Police Service
AC Helen King	Metropolitan Police Service
CC Simon Bailey	Norfolk
CC Simon Edens	Northamptonshire
CC Steve Ashman	Northumbria
CC Mark Polin	North Wales
T/CC Tim Madgwick	North Yorkshire
T/CC Sue Fish	Nottinghamshire
CC Peter Vaughan	South Wales
T/CC Dave Jones	South Yorkshire



T/AC Ken McIntosh	South Yorkshire
CC Jane Sawyers	Staffordshire
DCC Steve Jupp	Suffolk
CC Giles York	Sussex
CC Francis Habgood	Thames Valley
CC Martin Jelley	Warwickshire
CC David Shaw	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
Andy Ward	Merseyside
Lynne Owens	Director General, NCA
ACC Chris Shead	NPoCC Strategic Lead
Colonel David Neal	Royal Military Police

In attendance for specific items

Dame Anne Owers	IPCC
Matthew Syed	Matthew Syed Company
Gill Scott-Moore	Police Dependents' Trust

In attendance

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
Luke Mackenzie	NPCC Business Support Officer
Sherry Traquair	NPCC FOI and Decision Maker
Oliver Cattermole	College of Policing Chief of Staff
Rachel Tuffin	College of Policing

14 July Attendees

CC Sara Thornton	NPCC Chair
CC Andy Marsh	Avon and Somerset
CC Jon Boutcher	Bedfordshire
DCC Alan Baldwin	Cambridgeshire
CC Simon Byrne	Cheshire
Commissioner Ian Dyson	City of London
CC Iain Spittal	Cleveland
DCC Peter Goodman	Derbyshire
CC Debbie Simpson	Dorset
CC Michael Barton	Durham
DCC Stephen Watson	Durham
CC Simon Prince	Dyfed Powys
CC Suzette Davenport	Gloucestershire
CC Ian Pilling	Greater Manchester
CC Jeff Farrar	Gwent
DCC Sara Glen	Hampshire
CC Andy Bliss	Hertfordshire
DCC Garry Forsyth	Humberside
CC Steve Finnigan	Lancashire
CC Simon Cole	Leicestershire
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CC Andy Cooke	Merseyside

AC Mark Rowley	Metropolitan Police Service
AC Helen King	Metropolitan Police Service
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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
Lynne Owens	Director General, NCA
Mike Griffiths	Civil Nuclear Constabulary
Philip Gormley	Police Scotlad
ACC Chris Shead	NPoCC Strategic Lead
Colonel David Neal	Royal Military Police

In attendance for specific items

Sir Robert Francis QC	
David Lamberti	Home Office
Yvette Bosworth	Home Office
Chris Sims	Senior Advisor, Specialist Capabilities
Andrew Newsham	PWC

In attendance

Supt. Tim Metcalfe	NPCC Chief of Staff
Insp. Ben Gasson	NPCC Staff Officer
Georgina Wade	NPCC Public Affairs Officer
Luke Mackenzie	NPCC Business Support Officer
Sherry Traquair	NPCC FOI and Decision Maker
Rachel Tuffin	College of Policing

09:00, 13 July 2016, TS Eliot Theatre, Merton College, Oxford

OPEN SESSION

1. ATTENDANCE AND APOLOGIES

1.1. The Chair welcomed those present to the meeting of Chief Constables' Council in Oxford and commenced the meeting with welcomes and farewells. The Chair acknowledged CC Chris Eyre new role in Cyprus and welcomed T/CC Sue Fish (Nottinghamshire). DCC Stephen Watson was congratulated on his promotion to Chief Constable of South Yorkshire Police, taking up his post on Monday 18 July. CC Andy Cooke was welcomed as attending Council for his first meeting as Chief Constable of Merseyside. Farewell and thanks were given to both CC David Shaw and CC Andy Bliss.

1.2. The following tendered their apologies for the 13 July 2016 session of Council:

CC Shaun Sawyer, AC Martin Hewitt, Commissioner Bernard Hogan-Howe, CC Jeremy Graham, CC Justine Curran, CC Neil Rhodes, T/CC Nick Ephgrave, CC George Hamilton, CC Alfred Hitchcock, Group Captain Horne, Paul Lincoln (Home Office)

1.3. The following tendered their apologies for the 14 July 2016 session of Council:

CC Alec Wood, CC Shaun Sawyer, AC Martin Hewitt, Commissioner Bernard Hogan-Howe, CC Jeremy Graham, CC Justine Curran, CC Neil Rhodes, T/CC Nick Ephgrave, CC George Hamilton, CC Alfred Hitchcock, Group Captain Horne, DCC Michelle Skeer, DCC Matthew Horne, CC Alan Pughsley, CC David Shaw.

1.4. The Chair congratulated Commissioner Adrian Leppard and Deputy Director General of the NCA, David Armond for being awarded a CBE in the Queen's Birthday Honours 2016. Congratulations was also given to those officers awarded a QPM – CC David Shaw, T/CC Sue Fish, DAC Neil Basu, CC Ian Hopkins, T/CC Nick Ephgrave and CC Suzette Davenport.

2. MINUTES

2.1. The Minutes of the previous meeting held on 20-21 April 2016 were agreed.

3. MATTERS ARISING

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

3.2. The Chair focused attention on the outstanding actions:

Action: CC Alec Wood to bring a paper to Council in October 2016 on Public Order Mounted Branch.

Action: The Chair will extend an invitation to Sir Tom Winsor to attend Council in October if his attendance is congruent with the October agenda.

Action: CC Peter Vaughan to bring a paper to Council in October on the Strategic Policing Requirement (SPR).

4. STANDING ITEMS

4.1. Chair's Update

4.1.1. Performance Sub-Committee Report

4.1.1.1 CC Peter Vaughan provided an update on the work of the Committee. They are currently operating with one vacancy. CC Peter Vaughan thanked the Chair on behalf of the Sub Group for the way in which she has steered the work of the NPCC and informed Chief Constables that the Chair had met all of her objectives.

4.1.1.2 The Chair requested that colleagues note the report submitted by CC Peter Vaughan.

4.1.2. Delivery Plan Summary Update

4.1.2.1 The summary report was submitted to Council providing an update of progress and risk against the 2016/17 plan. Resourcing was identified as a risk within some key strands.

4.1.2.2 The Chair requested that colleagues note the paper and committed to a thorough appraisal of activity at the 6 months' point.

Action: The Chair to bring a paper to Council in October providing a thorough appraisal of activity against the Delivery Plan.

4.1.3. Police Reform and Transformation Board (PRTB) Update

4.1.3.1 The Chair provided a verbal update on the work of the PRTB informing colleagues that three meetings of the PRTB had taken place to date. Police and Crime Commissioners (PCCs) have nearly finished the consultation process on the Vision. The Vision will be brought back to the PRTB meeting in September.

4.1.3.2 The Vision work is ongoing and the Digital and Specialist Capabilities programmes are the more developed strands of the Vision and are being led by the NPCC.

4.1.3.3 It has been agreed that the PCCs will lead on Business Enablers and Local Policing strands. PCC Vera Baird is the lead for Business Enablers. There is currently a vacancy for a PCC lead for Local Policing. CC Alex Marshall is the lead for the Workforce strand.

4.1.3.4 The Home Secretary wrote to the NPCC stating her requirement of the PRTB to advise her on how to spend the transformation fund. The Chair summarised the process that was taking place to consider bids. This includes a gateway process to run and score the bids. The bids fell into three categories, the previous Police Innovation Fund (PIF) bids, workforce and vulnerability. Thirty-two bids were submitted, 18 of which fitted the criteria set by the Home Office. The digital bids have been looked at in the context of the landscape review which is being conducted by the Home Office and Chaucer Consulting. Home Office finance has also looked in detail at the bids. Decisions should be made on Friday 15th July for funding for year 16/17.

4.1.3.5 A discussion ensued relating to the meeting which took place to consider the bids. The Chair thanked the Chiefs who had attended the meeting for having read all of the meeting papers and being fully prepared for a full and frank exchange of views to take place and for decisions to be made in a timely manner.

4.1.3.6 AC King reported that in future Home Office officials believed that the PRTB should not only receive bids, but also commission work and then advise the Home Secretary of spending of the Police Reform Transformation Fund.

4.1.3.7 The chair agreed that this was exactly what the PRTB should be doing and provided an overview of how this had already worked in relation to the digital bids.

4.1.3.8 The chair confirmed that information on the PRTB is available on ChiefsNet and on the NPCC website.

4.1.4. MP Security Update

4.1.4.1 The Chair directed colleagues to the letter written by DAC Neil Basu and summarised a recent conversation with Jack Dromey relating to the safety of women Labour MPs. In the wake of the death of Jo Cox, women MPs are feeling very vulnerable. Good work in the West Midlands and West Yorkshire was identified and the relevant Chiefs thanked.

Action: All Chiefs to contact their local MPs in August when they are in recess to ensure that they feel reassured and secure.

4.1.4.2 The following areas were discussed:

- The need for joined up working especially where the same people are threatening different MPs across the country.
- Police supporting the conference organised by the movement 'Reclaim the Internet' on Monday 18 July which would be opened by Yvette Cooper and focuses on ending online abuse.
- The organisation of policing standards in dealing with online abuse and how this work is more aligned with the work within the crime portfolio as opposed to local policing.
- CPS guidance prosecuting online abuse and harassment.

Action: CC Mike Barton to request that all colleagues interested in this work, including the College of Policing, work with him to ensure a co-ordinated response to targeting online abuse. Contact to be made with the CPS and links to be made with Simon Cole and the local policing portfolio.

4.1.4.3 Security

4.1.4.4 A review was undertaken last year as restricted material entered the public domain in November. Another such issue arose after the Capabilities Summit in July.

4.1.4.5 The Chair urged chief constables to be careful and cautious in their handling of confidential information whether in briefings or letters

4.2. College of Policing Professional Committee Update

4.2.1. Chiefs were informed that an up-to-date paper would be circulated to them after Council on the recent activities of the Professional Committee.

Action: CC Alex Marshall to circulate the updated Professional Committee paper.

4.2.2. Chiefs were provided with an overview of the contents of both the May and July papers, including the Citizens in Policing Strategy and review of the current process for recruiting officers.

4.2.3. The potential areas of contention between the post-deployment amendments to the Armed Policing APP and the draft IPCC Statutory Guidance to the police service on achieving best evidence in death or serious injury matters was shared with Chiefs. The Professional Committee awaits the review of officer related shootings from the former Prime Minister's office initiated six months ago.

4.2.4. The view of the Professional Committee on political activity of Special Constables is that it is not compatible for MPs to be specials. This was not a unanimous decision and the paper provides an overview of the arguments from both sides.

4.2.5. The importance of national standards for PDRs was reiterated.

4.2.6. The College's pilot study of pre-charge bail had been the subject of some discussion at Professional Committee. It provides an evidence base and indication of the potential implications of the bail provisions in the Policing and Crime Bill. The College CEO will be writing to the Home Secretary to provide her with a copy of the finalised report.

4.2.7. The College have published the APP for undercover policing for consultation, with an end date of 8 August 2016.

4.2.8. An overview of the College views on the PRTB was shared with the Chiefs.

4.2.9. A short discussion took place on whether PCSOs could be councillors. The College agreed to revisit the current rules on this area.

Action: CC Alex Marshall to revisit the current rules on whether PCSOs could be Councillors.

4.3. Regional Papers

4.3.1. The Chair thanked colleagues for completing papers on time, the Regional Chairs for providing timely feedback and Nicole Higgins for collating the feedback.

4.3.2. The Chair provided Chiefs with an overview of the regional papers submitted to the NPCC via the regional feedback process.

4.3.3. The following positions were recorded:

- Pursue Child Abuse Board Update green and noted.
- Operation Hydrant update green and noted.

- Henriques Review update mostly green and noted.
- Video Recorded Interviews and Vulnerability green and noted.
- National Uniformed Managed Service (NUMS) predominantly green. Feedback has been passed to the author. CC Simon Cole highlighted that only the North West and South East have provided the names of regional representatives.

Action: All Chief Constables to provide CC Simon Cole with the names of their regional NUMS representatives.

- Operational Requirements Board (ORB) and Information Management Co-ordination Committee (IMCC) Alignment of Functions supported.
- Emergency Services Mobile Communications Programme (ESMCP) and National Law Enforcement Data Programme (NLEDP) mostly green and noted. Concerns raised by the London region have been passed to the author.
- National Missing Persons Portfolio Update mostly green and noted. A slight concern raised by the North East region has been passed to the author.
- Regional Organised Crime Unit (ROCU) Police Transformation Fund Business Case. Mixed views were shared on this paper, including concerns relating to the overlap with existing digital investigation and intelligence and forensics work. This requires de-conflicting as the ROCU bid cuts across recommendation that both CC Simpson and CC Kavanagh are making.

Action: DCC Peter Goodman to liaise with CC Debbie Simpson and CC Steve Kavanagh to ensure that they have de-conflicted, particularly in relation to the forensic hub.

Action: The Chair to consider a process to ensure that authors of bids have an opportunity to discuss their bids with Chief Constables prior to submission to the PRTB.

It was noted that CC Mick Creedon will be concerned that the ROCU bid had not been discussed at Council.

A discussion ensued highlighting the four main areas of the bid.

The Chair confirmed that in general the direction of travel of the bid is agreed but de-confliction needs to take place, particularly in relation to the forensics hub. The bid must not include areas of work that are already being undertaken. It was noted that neither CC Debbie Simpson nor CC Steve Kavanagh had previously seen the bid.

Decision: Undercover Online Phase 1 work was supported by Council.

4.3.7 Policing Education and Qualifications Framework Update

CC Alex Marshall opened the session, explaining that the aim of the paper is to have the professional knowledge and skills of our workforce formally recognised by universities and to look at the new routes to qualifications for people entering the service.

The College has been consulting all forces on what they already have in place. Some forces have an A level requirement; some have a degree requirement etc. so there are big differences. The government is already going to be taking the apprenticeship levy from forces and forces will need to 'bid back' for this funding. The College is considering one scheme for the country. Forces cannot have their own schemes.

Rachel Tuffin provided a synopsis of a summary of views from individual chief constables:

- Local context and personal career history had an impact on responses, as well as geographical (labour market) difference.
- The majority of responders agreed there should be a qualifications framework. Some felt it should be mandatory, others disagreed and some recommended a slow transition to mandatory status.
- The issue of retirement and officers concerned with not taking qualifications 'out of the job' was raised.
- There is disparity in the duties of officers e.g. they are taking 'life and death' decisions on the one hand, and therefore need to be highly qualified, but may be doing scene guard duties on the other hand, so qualifications less important.
- The majority of responders were supportive of the Level 6 qualification, but concern was expressed regarding whether this should be about an entry requirement or something that is developed over time.
- The desire to ensure people from specific backgrounds (e.g. military) are still encouraged to join was raised.

Council raised the following points:

- Some examples were given of the challenges experienced by NHS colleagues where similar requirements are in place for nurses, such as diversity and attrition.
- We should progress from thinking about 'entry' requirements onto reaching an academic level over a period of time in the role.
- Staff need to be empowered to think independently, using the evidence, their professional judgement and discretion. Accreditation may be more helpful in achieving this than training packages.
- We must avoid building in barriers to entry and must be flexible in thinking about the future. We should think about what 2026 might look like. We need to also take a broader view of what diversity really means.

We need to think about police staff specialists. There is a danger of professionalising the role of the 'constable' but ignoring the current environment, which is heavily focused on specialists, often staff.

We must see education as an enabler to protecting the public.

Decision: Council noted the paper.

5. A VIEW FROM THE INDEPENDENT POLICE COMPLAINTS COMMISSION (IPCC)

- 5.1. The Chair welcomed Dame Anne Owers to Council.
- 5.2. Dame Anne Owers delivered an oral presentation covering three themes: the IPCC and where they are, the system that the IPCC oversees and the changes within it and the relationship with Chief Constables and their forces.
- 5.3. The IPCC have been expanding and within three years they have doubled the number of staff and quadrupled the number of independent investigations being undertaken. New staff are

being inducted. Quality and timeliness are very clear targets for their new Chief Operating Officer.

- 5.4. The IPCC acknowledged that there are delays in producing reports and that action is being undertaken to improve the timeliness of this activity. The IPCC will publish report summaries which will be more useful to the public.
- 5.5. The current structure of the organisation is not designed for quick and efficient decision making in the volume of cases now being taken on. The Commissioners have operational responsibilities but they do not line manage or oversee the staff who undertake the investigations. The structure that is now in the Bill before Parliament will have a single line of decision making and accountability.
- 5.6. The IPCC has lobbied for changes to the Police Complaints system. There needs to be a system that is less bureaucratic, less legalistic and less focused on individual blame. To some extent the Bill going through Parliament is trying to achieve this. It allows for resolving complaints without them getting into the official system and it also widens the definition of a complaint.
- 5.7. Dame Anne summarised some of the main features of the Bill and how the IPCC considers these might impact on the police complaints landscape. The IPCC broadly welcomes the changes, but has some concerns which have been flagged up in briefings to Parliament. PCCs will now have a formal role in the complaints system. The new IPCC structure is likely to come into effect in late 2017. The new title of the organisation is given in the Bill as "The Office for Police Conduct", and the IPCC has indicated that it would also like the word 'independent' in the title.
- 5.8. The IPCC and the police service both exist to ensure the integrity of the police service and public confidence in what forces do and public confidence in the complaints process. Independence is a difficult place to be. The IPCC needs to have credibility with the forces as well as complainants. The IPCC and forces do have common goals but the IPCC are investigators and therefore locked into what can become an adversarial role. The IPCC does want to focus on learning and when they find that something has gone wrong they want to make changes for the better and not focus solely on individual blame.
- 5.9. The IPCC needs to ensure that the public knows that they are robust but also that there is learning that comes out of their investigations. Resistance from within forces to the deeper learning that can come out of cases was identified as an issue. Sometimes forces have viewed the dismissal of an individual as a solution when in fact the problem is more widely spread.
- 5.10. The IPCC highlighted the struggle that they sometimes face due to the time taken for officers to attend and engage in interviews or provide written statements.
- 5.11. The draft S22 guidance is about post incident management in all deaths and serious injuries and not specifically about firearms incidents. If there is no confidence in initial accounts then there is less confidence in them going forward.
- 5.12. Dame Anne ended the presentation confirming that the IPCC and the police service share the same aim which is the integrity, effectiveness, public confidence in the police service.
- 5.13. The following observations were made:

- Signs of timeliness improving within the IPCC.
 - Severity assessments are a challenge to both organisations. The way in which they are issued push too many cases down the path of gross misconduct.
 - More chief officers are under investigation which could be because the system is not working at the moment. Chief officers are keen to work with the IPCC on both the regulations and the statutory guidance as it feels to chiefs that the balance has been lost in this area.
 - Press releases can be damaging particularly when the severity assessment is quite high in the beginning, and for senior officers these are quite damaging as the media will run with big stories. It may then transpire that there is no case to answer. This is in contradiction to how the system protects the names of proposed criminals and the IPCC process seems out of kilter when looking at police offices.
 - Perception of institutional legitimacy of the IPCC.
 - The Welsh contingent of Council raised the issue of BME/faith communities not believing that the IPCC is independent and the desire for the IPCC to retain a Welsh Director.
 - A plea to the IPCC to work with the police service to demonstrate to officers proportionality, legitimacy and speed.
 - Reference was made to recommendation 1 of the Leadership Review and the question raised as to what is the culture that is being set by the Home Office, the College, HMIC and the IPCC that enables the police to be an organisation that can enter fully into investigations without being blamed.
 - A request was made to go through a historical closed case together, particularly one where a severity assessment was made to see what learning there is about such decisions.
 - Lack of experience of some IPCC staff.
 - A desire for a more open relationship between the police and the IPCC during an investigation.
- 5.14. Dame Anne confirmed that the IPCC would like regulations to be less detailed than they currently are. Further consideration is currently being given to the issue of naming in media releases.
- 5.15. The IPCC has appointed a Director of Major Investigations who is responsible for Hillsborough and CSA work. He is an ex senior police officer and it is anticipated that this will be the case in the future

Action: The IPCC will work with CC Martin Jelley to examining a closed case, particularly looking at severity assessments.

Action: The IPCC will work with CC Simon Bailey on the link between serious case reviews and conduct and the historic case reviews and protecting vulnerable people

Action: CC York to email Dame Anne on his thoughts relating to recommendation 1 of the Leadership Review and the implications of this recommendation on the IPCC.

6. BLACKBOX THINKING

- 6.1. The Chair welcomed Matthew Syed to Council.
- 6.2. Matthew Syed delivered an oral presentation using examples from aviation and the health service. The content focused on blame and its relationship to accountability. The perception of some that high performance equals talent as opposed to others who view high performers as those people who learn particularly from mistakes.
- 6.3. Particular emphasis was placed on learning from failure and the link between fixed mindset and high blame.
- 6.4. A discussion ensued focusing on the following areas:
 - The culture within the Criminal Justice System and its potential impact upon the police culture.
 - The mistaken belief that by holding an individual accountable, mistakes will not happen again. We must not stop holding people to account but at the right time and in the right measure.
 - The importance of leaders modelling the right behaviours and creating growth mind-set models.
 - The importance of including the regulator and the courts in the learning process.

7. COLLEGE OF POLICING LEADERSHIP REVIEW AND CODE OF ETHICS

- 7.1 The Chair invited CC Alex Marshall and Rachel Tuffin to provide a factual overview of the content of the Leadership Review and the Code of Ethics.
- 7.2 CC Alex Marshall delivered a presentation on this area of work.
- 7.3 It was noted that the ten recommendations have taken some of the steps, which need to be taken to improve the environment in which we work and keep learning and moving on. The risk is chiefs pay a lot of attention to the ten recommendations and overlook what is at the heart of the Leadership Review, which is really about the culture. The atmosphere and the climate and what Chief Constables can do, as senior leaders, to create the right atmosphere to learn.
- 7.4 Rachel Tuffin delivered a presentation, providing an overview of the Leadership Review.
- 7.5 Rachel cited the Code of Ethics and the fact that the Code consists of nine principles and 10 standards.
- 7.6 CC Davenport summed up the Code using the phrase “doing the right things in the right way for the right reasons”.
- 7.7 The Chair requested that CC Mark Polin provide some of the highlights from the College of Policing’s Chief Officer Appointments Survey.
- 7.8 CC Mark Polin provided an overview of the current position with regards to the survey. The results have been analysed and an initial meeting has taken place with the Chief Police Officers’

Staff Association (CPOSA), the Home Office and Her Majesty's Inspectorate of Constabulary (HMIC).

- 7.9 The initial meeting considered the issues identified by the survey and the options. CPOSA have asked the College to consider issues and options that arise from the survey and the links to the Leadership Review and in due course to link to the review of the Strategic Command Course (SCC) and Police National Assessment Centre(PNAC).
- 7.10 CPOSA, the Home Office and HMIC will meet again after the College has had an opportunity to complete this action.
- 7.11 CC Mark Polin provided a brief overview of the survey findings. The following challenges were identified:
- There is a lack of suitable candidates. Some chiefs and PCCs are struggling to attract people to apply for vacancies within forces.
 - Location is an important factor in recruitment, in terms of geography and in terms of the values and culture of the organisation.
- 7.12 Chief Constables identified the following key issues from the perspective of a potential candidate and applicant:
- Impact on family;
 - Financial impact and the scale of this including the absence of clear advice and mitigation;
 - Location of the force;
 - Selection process in terms of fairness and transparency.
- 7.13 It was noted that the subject of vulnerability and perception of vulnerability of chief officers did not largely feature in the findings, although that subject is covered in the s38 area of the Survey.
- 7.14 The survey sets out some options for addressing the issues raised such as a national executive search function, a potential development centre, independent financial advice, CPD activity for chief officers and potential chief officers, a module in the SCC, career management planning.
- 7.15 Attention was drawn to the fact that the Senior Salaries Review Body (SSRB) report has been published. The recommendation accepted by the Home Secretary is a 1% consolidated pay rise for all chief officers here and in Northern Ireland and 1% consolidated pay rise in London and Northern Ireland allowance.
- 7.16 Matters from the SSRB report are being directed to the NPCC, the College and CPOSA to consider for next time. Some of it is related to data and chief officers' determining position statements. In the context of the Leadership Review, the survey and now SSRB, chief officers need to work out how they are going to feed in to the SSRB.

8. DISCUSSION ON LEADERSHIP CULTURE AND THE WAY FORWARD

- 8.1 Minutes were not taken for this section of the meeting.

Action: Develop thinking on further developing leadership culture with a small group. Those interested to volunteer to support.

10. BUILDING PEER SUPPORT CAPABILITY AND CAPACITY

- 10.1 CC Stephen Finnigan provided an overview of the system of peer support that is often put in place as a result of the Crime and Policing Monitoring Group with the more informal support that is co-ordinated through the Performance Management Coordination Committee.
- 10.2 The aim of the paper was to professionalise peer support with a notable contribution from the College as part of its role in standard setting.
- 10.3 An area that the paper does not consider is the ongoing support phase and the cost of the support.
- 10.4 Consideration needs to be given to ensure that peer support does not replicate the work of HMIC and the IPCC. In addition, further conversations need to take place with HMIC to understand the extent to which it is their role to support as well as inspect forces.
- 10.5 Peer support has always been based on a chief or PCC requesting that support. In light of recent cases, consideration needs to be given to what we are going to do to ensure that we feel confident that we are able to identify emerging issues in the future.
- 10.6 Terms of reference have been developed setting out the principles for performance management and measurement. Consideration should be given to including some of the cultural issues about learning from failure.
- 10.7 Upon the request of the Chair, CC Dave Jones reflected on the work undertaken in South Yorkshire
- Peer support methodology was the quickest and fastest way of corralling issues and gaining breathing space in the immediacy of taking over.
 - The commitment to making the work public comes with a potential risk but transparency was important.
 - The focus was largely on South Yorkshire Police. The PCC was not part of the remit of his work.
 - The two-week peer review was followed by a HMIC inspection.
 - A written report will be provided to the HMIC and will be used by the new Chief Constable.
 - It was felt that the police service had provided effective internal support.
- 10.8 A discussion took place on the use of such reports by PCCs to start s38 procedures. It is important that the HMIC makes it clear during an inspection, particularly when identifying an inadequate grade, whether they think it is an organisational systemic issue, as opposed to being the fault of the chief constable.
- 10.9 Concern was raised in relation to the burden the PEEL inspection process places on forces in terms of preparation. Chiefs supported the need for risk-based approach rather than blanket inspection regime. There was concern that due to the expansion of HMIC, inspectors may not be as experienced as they had been in the past.
- 10.10 Lynne Owens ended the discussion with a request for the development of different models of peer support.

11. WORKFORCE WELLBEING CHARTER

- 11.1 CC Giles York introduced Gill Scott-Moore and the work of the Police Dependents' Trust. He provided an overview of the areas in which the Trust had provided support to police officers through the provision of funding. The Trust confirmed that they would also consider providing funding to develop the leadership of chief officers.

11.2 Gill Scott-Moore thanked both CC Sara Thornton and CC Giles York for inviting her to present at CCC. An overview was provided on the origins of the Trust. To date they have distributed over £45m in support and are celebrating their 50th anniversary year on 22 November 2016.

11.3 Examples were provided of how the Trust has worked and continues to work with the service. The Trust acknowledged that they could do so much more:

- Surrey University is undertaking research on what support could be provided to officers who have been injured on duty. The interim findings have been published.
- A volunteer network has been set up with Lancashire and will be piloted with forces across the country.
- £3m has been awarded to help improve mental health well-being within the service.
- Undertaking a gap analysis against the Workforce Wellbeing Charter. The learning of which will be shared at a conference bringing all forces together and via more general methods.
- Seeking bids on collaborative working.
- In addition to the provision of funding, the Trust can also assist in sharing the learning and insights from research.
- Working in partnership to promote the work of the Trust. Details of the August 'Share Now' campaign were revealed as including help to officers who are not eligible for Ill Health Retirement, cannot leave the police service voluntarily because of the impact upon their pension, yet do need to leave the service for their own well-being.

11.4 Gill Scott-Moore thanked a number of officers in forces who have donated through payroll giving.

12. BREXIT AND POLICING

12.1 Lynne Owens provided an update on Brexit and the implications for law enforcement.

12.2 Specific attention was drawn to the work of David Armond and other key stakeholders to consider the impact and law enforcement's operational requirement and articulate this to the Government. The group would benefit from a wider membership including other law enforcement agencies and the Crown Prosecution Service.

12.3 The potential impact on police workforce was discussed and the need to assess its significance. The importance of the Schengam Information System (SIS II) and the European Criminal Records Information System (ECRIS) was agreed.

Decision: Council noted the paper and the work being led by David Armond.

Action: Each Co-ordination Committee Chair to circulate a one-page brief on the implications of the impact of Brexit for October CCC.

Action: Brexit and Policing to be a standing item on the Council agenda.

09:00, 13 July 2016, TS Eliot Theatre, Merton College, Oxford

CLOSED SESSION

- 4.3.7 Operation Stovewood - SEE SEPARATE RESTRICTED AND NON-FOI DISCLOSABLE MINUTES**
- 4.3.10 Review of the Authorisation of Officers to Carry Conducted Energy Devices (CEDs) - SEE SEPARATE RESTRICTED AND NON-FOI DISCLOSABLE MINUTES**
- 9. RECOMMENDATION 2 LEADERSHIP REVIEW - SEE SEPARATE RESTRICTED AND NON-FOI DISCLOSABLE MINUTES**
- 13. UNDERCOVER POLICING PUBLIC INQUIRY UPDATE - SEE SEPARATE RESTRICTED AND NON-FOI DISCLOSABLE MINUTES**
- 14. CYBER CRIME: NATIONAL CO-ORDINATION AND CAPACITY PLANNING - SEE SEPARATE RESTRICTED AND NON-FOI DISCLOSABLE MINUTES**

14 July 2016 at 09:00, TS Eliot Theatre, Merton College, Oxford

OPEN SESSION

15. MID-STAFFS, THE DUTY OF CANDOUR AND LEARNING FROM HEALTH

15.1. Sir Robert Francis QC provided an overview of his work in Mid Staffordshire NHS Foundation Trust Inquiry.

15.2. A discussion ensued focusing on the following areas:

- Identifying the behaviours of a good leader. Chief Officers must be accessible to all people regardless of rank. The behaviours of a good leader are demonstrated by those chief executive officers (CEOs) who are on the wards speaking to colleagues, talking to people, listening to them and acting on what they say.
- Implementation of the statutory requirement of a Duty of Candour was described in the following terms: if serious harm happens and the activity could have been avoided, the first action must be to inform the patient, investigate, apologise and report to the patient/relative and other people.
- The definition of an “appropriate apology” - actions and support are as important as a written apology. Ensuring the facts are correct and taking care to address every single point referenced by the complainant makes a difference. If a point cannot be answered, it is important to say that too.
- In any future inquiry of the health service, there would be an expectation that the management know the impact on staff and patients and that action is being taken. Honesty, openness and a willingness to learn will be vital.

15.3 Both CEOs and chief constables should be influential in changing the culture of their organisations based on their core principles. In this case, the health service had lost sight of what they are really about. The same could be said about policing in cases where standards have fallen short of those expected.

16. EXTREMISM

16.1. Apologies were given on behalf of Lord Ahmad who was unable to attend Council.

16.2. Tim Foy acted as a representative of Lord Ahmad and delivered a presentation on extremism.

16.3. The ensuing discussion focused on the most effective methods of consulting and engaging with communities, the benefits of multi-agency consultation and the importance of demonstrating to communities that powers are there to safeguard people vulnerable to extremism.

17. SPECIALIST CAPABILITIES AND DIGITAL PROGRAMME

17.1. Specialist Capabilities Programme Update

17.1.1. Chris Sims delivered a presentation on the Specialist Capabilities Programme.

17.1.2. Consultation had been undertaken with most of the regions but that the programme was struggling to meet with PCC groups and would appreciate the support of chiefs in ensuring PCCs were informed about the programme.

17.1.3. Chris Sims confirmed that the programme would need to enter into more sophisticated conversations with chiefs in October relating to how benefits and costs are managed and what could be used as a substitute for a design authority across the country.

17.1.4. The need to collectively agree the case for change and common purpose was acknowledged.

17.1.5. Where solutions include a level of brigading resources the forces will need to decide their level of involvement. There will be differences in the way in which some of the work will be delivered.

17.1.6. Chris Sims stated that in October the programme is hoping to bring back a solution to Council which will include the use of existing structures for change.

17.1.7. The following points were raised by Council:

- Agreement with the language now being used by the programme.
- There were questions about whether there would be choice or whether different funding will be provided for specialist capabilities. The assumption is that funding will be as now.
- The importance of standards nationally and need to work with the College.
- Forensics is about accreditation and standards more than it is about structures.
- Roads policing is an example of national structure that could be a good demonstration of a networked structure.

17.2. Joint Forensic Biometric Service Update

17.2.1. CC Debbie Simpson provided an overview of the paper and explained that it demystifies areas within forensic science to try and make it as clear as possible.

17.2.2. A request was made for support for a collective bid to the Police Reform and Transformation Fund to support detailed design work and trials around a possible Joint Forensics and Biometrics Service, building on the work the NPCC Forensic Portfolio lead has been developing with forces and the Home Office. The intention is to come back to chiefs and PCCs by the end of the year with a clear proposition and options for the way forward.

17.2.3. An explanation was provided to demonstrate that the work is not about changing structures but about capability ensuring that all forces have the right capability in forensics.

17.2.4. CC Simpson provided an overview of the way in which forensics is delivered differently in different forces and the need to move to a more consistent, coordinated approach.

Decisions: Council noted the work and made no comments on the proposal. Council supported a bid to the Police Reform and Transformation Fund.

17.3. Digital Policing Portfolio Update

17.3.1. CC Giles York provided an overview of the paper. The three areas of the Digital Policing Portfolio were highlighted: Public Contact, Digital Intelligence and Investigation and Digital First. Work is progressing, to different degrees, across all three areas.

17.3.2. Hacer Evans has visited all forces, a landscape review has been undertaken and a paper is being developed which captures the current position of each force.

17.3.3. The programme does not intend to hold back the work that is going on nationally, but it does need to tie this local work into the national agenda.

17.3.4. Use of digital case files are working well in the Magistrate's courts and their use in Crown courts is being piloted.

17.3.5. The following points were raised during discussion:

- Individual forces will be able to access digital files when the relevant update comes into NICHE (Records Management System).
- The Home Office have put more resource into the transitional piece of work. The Programme will put a bid to the Transformation Fund in the autumn.
- Work on standards is a priority for the digital programme.

18. CITIZENS IN POLICING STRATEGY 2016-2019

18.1. CC Dave Jones provided an overview of the paper.

18.2. A question was raised as to whether Specials should be consulted about whether they are included on the mobilisation register.

Action: ACC Chris Shead to be alert to issues relating to Specials not wishing to be on the mobilisation register.

18.3. Council were asked to approve the three recommendations.

Decisions: Council approved the national Citizens in Policing Strategy. Council approved the national role profile. Council approved the initial implementation plan.

19. INFRASTRUCTURE REVIEW

19.1. Apologies were given on behalf of Phil Luxford who was unable to attend Council.

19.2. David Lamberti and Yvette Bosworth, Head of Strategy and Innovation at the Home Office acted as representatives of Phil Luxford.

19.3. David Lamberti introduced the work and highlighted to Council the strong backing of the review by ministers. David Lamberti provided a brief update on key issues and work to date. Consultation will take place over the summer with the team travelling across the country to view how forces are working. Further work will follow post October.

19.4. Yvette Bosworth delivered a presentation on the review.

19.5. An overview was shared on the origins of the work and the work to date, challenges and how they are working to overcome them.

The Review team will present their findings to ministers towards the end of 2016. Four Secretaries of State need to sign off the work.

19.6. The following points were raised during the discussion:

- CC Suzette Davenport confirmed her engagement with the work and thanked CC Dave Jones and CC Giles York for their contribution. Chiefs supported the views expressed by CC Suzette Davenport.
- Feedback was shared. The five days' notice period of stakeholder events was raised as an issue and a barrier to effective engagement.
- The question of the policing of Home Office airports was raised and how the review took this policing capability into account.

22. COMMON PLATFORM PROGRAMME (CPP) MoU

- 22.1 The CJS Common Platform Programme (CPP) is an IT-enabled business change programme which will deliver a shared, easily accessible, single source of online case information for the CPS, courts, defence lawyers, victims and witnesses and the judiciary.
- 22.2 The Chair asked colleagues if they were supportive of the MOU on Common Platform, which set out requirements for technology and business process changes to be made by policing for the common platform programme to be successful.

Decision: Council agreed the MOU.

23. ANY OTHER BUSINESS

23.1 Bail

- 23.1.1 CC Simon Byrne informed Council of the operational implications of proposals to change to bail legislation in the Policing and Crime Bill and that feedback was being provided to the Home Office.

Action: CC Alex Marshall and CC Simon Byrne to write to the Home Secretary.

Decision: Council are supportive of CC Simon Byrne's approach.

23.4 Hate Crime

- 23.4.1 T/CC Sue Fish highlighted the fact that Nottingham was the first force to treat misogynistic abuse on social media as a hate crime.

09:00, 14 July 2016, TS Eliot Theatre, Merton College, Oxford

CLOSED SESSION

- 20. COUNTER TERRORIST POLICING - SEE SEPARATE RESTRICTED AND NON-FOI DISCLOSABLE MINUTES**
- 20 BEST USE OF STOP AND SEARCH - SEE SEPARATE RESTRICTED AND NON-FOI DISCLOSABLE MINUTES**
- 23.2 Section 60AA Criminal Justice and Public Order Act 1994 – Removal of face coverings - SEE SEPARATE RESTRICTED AND NON-FOI DISCLOSABLE MINUTES**
- 23.3 Pensions - SEE SEPARATE RESTRICTED AND NON-FOI DISCLOSABLE MINUTES**
- 24 ANY OTHER BUSINESS - SEE SEPARATE RESTRICTED AND NON-FOI DISCLOSABLE MINUTES**