



Delivery Plan 2016-17

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Foreword

Recorded crime levels have decreased over the last five years but new and emerging crime types have led to a shift in demand for policing that presents challenges to forces. Typically “new” crimes require more policing resources, are not geographically limited to single forces and are more complex to investigate than “conventional” crime types.

Policing will continue to be delivered against a backdrop of austerity and the requirement for the police service to make significant savings will continue. To ensure the public are appropriately protected there is a requirement for the police service to adopt a coordinated and aggregated response to the most serious threats through collaboration and national arrangements. There is also a need to create policing capacity through the adoption of common standards, use of technology and service transformation. Police officers and staff will also need to be better skilled, empowered as professionals and representative of the communities that they serve.

This plan is published at the start of 2016/17. It is designed to support the draft Policing Vision 2020 currently being developed, reflect decisions made by Chief Constables’ Council and discharge the six functions of the NPCC. In doing so, the Delivery Plan sets out NPCC priorities, how it plans to exercise its function in joining up the operational response of forces to address the most serious threats and make further changes to improve policing for the public.

This Delivery Plan is intended to complement national work undertaken by the College of Policing, Association of Police and Crime Commissioners, Home Office, Mi5 and the National Crime Agency to ensure a coordinated national response to the challenges faced by policing, intelligence agencies and wider law enforcement.

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1. The National Police Chiefs' Council

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

The NPCC has the following functions:

- Co-ordination of national operations including defining, monitoring and testing force contributions to the Strategic Policing Requirement working with the National Crime Agency where appropriate;
- Command of counter-terrorism operations and delivery of counter-terrorist policing through the national network as set out in the S22A agreement;
- Co-ordination of the national police response to national emergencies and the mobilisation of resources across force borders and internationally;
- National operational implementation of standards and policy as set by the College of Policing and Government;
- Working with the College, development of joint national approaches on criminal justice, value for money, service transformation, information management, performance management and technology;
- Working with the College (where appropriate), development of joint national approaches to staff and human resource issues (including misconduct and discipline) in line with chief constables' responsibilities as employers¹.

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

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

The committees are:

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

¹ *National Police Collaboration Agreement—in relation to the setting up of a Co-ordinating Body known as the National Police Chiefs' Council ("NPCC")*, Eversheds, 2015, Para 7.1, p.17

- People
- International

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

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

- prioritisation of activity
- implementation of change work through consistent approaches
- dependency management
- identification and management of risk at a collective national level
- transparency, accountability and governance.²

The NPCC annual delivery plan and will form the basis of quarterly reporting to the Audit and Assurance Board³. At the time of circulation there were several unresolved matters from Operations Committee including stop and search and public order policing. We will work with the Committee to agree appropriate additions.

2. Policing Vision 2020

The draft Policing Vision 2020 sets out why and how the police service needs to transform by 2020. It has been developed through consultation with the College of Policing, chief constables and police and crime commissioners⁴. The vision also builds on recommendations presented by the National Audit Office, National Advisory Debate Group and Her Majesty's Inspectorate of Constabulary (HMIC). The purpose of the draft Policing Vision 2020 is to help shape decisions about how resources are used to ensure the police service can meet its mission.

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

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

Globalisation and digitisation present new challenges that have increased the complexity of the police task. Recorded acquisitive crime has fallen but there have been significant increases in cases of child safeguarding and domestic abuse. Serious and organised crime generates new threats, like human trafficking, while terrorism has become more fragmented and harder to combat. As people do more and more online, the threat from cybercrime grows. As many traditional crimes continue to

² *The Independent Review of ACPO*, p.11

³ *National Police Collaboration Agreement—in relation to the setting up of a Co-ordinating Body known as the National Police Chiefs' Council ("NPCC")*, Eversheds, 2015, p.61

⁴ The Vision currently remains in draft form pending the conclusion of consultation processes with police and crime commissioners, staff associations and newly elected PCCs following the May 2016 elections. Consequently the Vision as presented in this document is in "working draft" form.

fall, policing has to focus on protecting people from new harms through the development of new tactics and capabilities. Communities will become increasingly diverse and complex necessitating a more sophisticated response. Proposals to devolve more power to locally elected mayors to lead combined authorities covering health, policing and social services provide real potential for the development of more integrated working practices.

As a result of these changes, the police service will need to transform the way it delivers its mission with a keen focus on prevention of harm, protecting vulnerable people and the effective management of risk. The transformation of policing must inspire officers, staff and volunteers and develop the flexibility, capability and inclusivity required to adapt to change.

Policing services will be offered at the national, cross force and local levels integrated with partners from the public, private and third sectors, where appropriate. Functions and processes will have been reviewed with a focus on efficiency and enabled through the innovative use of digital technology. Policing will be delivered by a professional workforce equipped with the skills and capabilities necessary for policing in 2020. The use of evidence-based practice and the Code of Ethics will be embedded in forces and will inform day to day policing practice. By the end of the decade, British policing will have risen effectively to the challenges it faces and will continue to be highly regarded by both the British public and internationally as a model for others.

The NPCC annual delivery plan directly supports the realisation of the draft Police Vision 2020 and is structured around five “reform strands”:

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

The Police Reform and Transformation Board comprised of representatives of police and crime commissioners, chief constables, the College of Policing, National Crime Agency and Home Office will oversee and support the realisation of the Policing 2020 Vision. The Chief HMIC also attends the Board as an observer. This Delivery Plan sets out the NPCC contribution to the delivery of the 2020 Vision.

3. NPCC Objectives 2016-17

3.1 Local Policing

By 2020 local policing will be aligned, and where appropriate integrated, with other local public services to improve outcomes for citizens.

NPCC Local Policing Objectives 2016-17		Allocation
1.1	Develop a joint approach with the College of Policing to improve the way the police service understands and manages demand.	Performance Management
1.2	To demonstrate progress against the disability hate crime action plan and framework for implementation, specifically in relation to measuring outcomes as outlined within the framework for implementation.	Local Policing
1.3	Develop greater awareness of the impact of autism, dementia and other conditions that can make people vulnerable with a focus on improving access to police services and increasing the confidence to report hate crime.	EDHR
1.4	To enhance engagement with gypsies, Roma and traveller communities by encouraging a common and consistent approach to unauthorised encampments across forces, increase representation within the workforce and build confidence with communities to report incidents of hate crime.	EDHR
1.5	In line with the duty to collaborate detailed within the Policing and Crime Bill develop, with the fire service and police and crime commissioners, a consistent national framework and approach to enable closer collaboration between police and fire.	Operations
1.6	Intervening early and in a joined up way to ensure that the right support can be provided at the right time to assist troubled families in tackling the issues they face. Prevent issues getting worse and to protect from harm whilst at the same time reducing demand on local agencies.	Local Policing
1.7	Examine the risk factors for young people around crime, exploitation and radicalisation. Improve understanding of vulnerability to improve and differentiate service and protection	Local Policing
1.8	Support multi-agency neighbourhood projects; move towards a place-based approach with more multi-agency teams to tackle community issues that require early action. Resolve the issues of individuals who cause recurring problems and crime in the communities	Local Policing
1.9	Demonstrate how neighbourhood policing can move online in engagement, prevention and local enforcement	Local Policing
1.10	Support and develop local crime prevention engagement and delivery for fraud and economic crime utilising local force fraud and cyber profiles with a focus on vulnerable people.	Crime
1.11	To coordinate the strategic approach to issues raised by the migration of people encompassing aspects of criminality, safeguarding vulnerable people, international resettlement and community cohesion.	Crime
1.12	In conjunction with the College of Policing, develop professional practice, guidance and training around stop and search to support all forces to use the tactic in a fair and effective manner.	Operations

3.2 Specialist Capabilities

By 2020 specialist capabilities⁵ will be standardised and aggregated to maintain capability and resilience across policing. This will ensure greater agility when managing risk.

NPCC Specialist Capabilities Objectives 2016-17		Allocation
2.1	Undertake national capability reviews of specialist capabilities including: armed policing, major investigations, roads policing, surveillance, public order, cyber and economic crime.	NPCC Chair
2.2	Identify functional synergies relating to national level capabilities across the counter-terrorism network and the National Crime Agency to achieve benefits in capability, connectivity and capacity.	Counter Terrorism
2.3	Develop a consistent performance reporting model for serious and organised crime and the management of organised crime groups.	Crime
2.4	Develop the national and regional confidential unit network through the integration of NPCC Regional Confidential Units with NCA Area Tactical Confidential Units.	Crime
2.5	Establish a regional approach to undercover deployments.	Crime
2.6	Update the National Policing Requirement.	SPR
2.7	Development of a full business case to support the transition of the UK Protected Persons Service (UKPPS) to the NCA.	Crime
2.8	With Police and Crime Commissioners, consider different approaches to the governance of cross-force policing units.	NPCC Chair
2.9	To deliver the regional integration of counter-terrorism and organised crime prison units with a supporting governance and funding model.	CT & Crime
2.10	Develop a costed proposal for four national casualty bureau hubs.	Operations
2.11	Enhance the ability of the police to effectively respond to marauding terrorist firearms attacks by delivering increased capability and capacity through the immediate deployment of armed officers capable of mitigating the threat and a resilient and rapidly available specialist firearms capability.	Operations
2.12	With the Home Office, develop a business case for a new operating model to increase the effectiveness and efficiency of the forensic service delivering a scalable and consistent response to policing needs.	Crime & Home Office
2.13	Deliver the National Common Intelligence Application (NCIA) to a further three regions (North West, Wales, and South East).	Counter Terrorism
2.14	Complete a priority-based budgeting review of the entire capability funded by the counter-terrorism grant.	Counter Terrorism
2.15	Implement the agreed recommendations of the Review of Special Branch Functions in England and Wales.	Counter Terrorism
2.16	Deliver digital connectivity across the CT network and with partners, allowing for more efficient, effective and collaborative working.	Counter Terrorism

⁵ The Advisory Group on the National Debate on Policing in Austerity has defined specialist capabilities as those relating to counter terrorism, organised crime, cybercrime, major crime, intelligence, public order and armed policing.

3.3 Digital Policing

By 2020 policing will have efficient, effective, consistent, accessible and secure capabilities for digital public contact and the capture, exploitation, storage and sharing of digital intelligence and evidence.

NPCC Digital Policing Objectives 2016-17		Allocation
3.1	All forces to use the evaluated risk assessment model and mitigation to ensure consistency in tackling online CSE.	Crime
3.2	Develop and embed a national PURSUE response to mitigate the threat posed by on-line child sexual exploitation (OCSE)	Crime
3.3	With police and crime commissioners, develop the police capability in the skills and technology required to respond to the full range of digital crime types.	Digital Policing
3.4	Address the increasing volume of digital evidence by working with police and crime commissioners to establish a seamless information interface between policing and the criminal justice system common platform.	Digital Policing
3.5	Roll out body worn video in overt armed policing deployments across all Home Office police forces in England and Wales.	Operations
3.6	Work with police and crime commissioners to establish a digitally accessible police service that ensures timely information and intelligence is available to operational staff.	Digital Policing

3.4 Workforce

By 2020 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet changing police demand.

NPCC Workforce Objectives 2016-17		Allocation
4.1	Working with the College of Policing, police and crime commissioners and other stakeholders, consider what the police service will need to do differently to develop a workforce for the future structured around four work streams: <ul style="list-style-type: none"> • recruitment • development • reward • exit/re-entry 	Workforce
4.2	Develop detailed proposals for a new rank and grade structure for policing based on 5 levels.	Workforce
4.3	Further embed the Code of Ethics and enable greater cultural change by introducing a national ethics committee.	Workforce
4.4	Support workforce wellbeing by overseeing the implementation of the workforce wellbeing charter.	Workforce
4.5	Work with the College of Policing and Home Office to develop new misconduct regulations for the police service.	Workforce
4.6	Develop a workforce diversity plan structured around the four work streams: attract, develop, reward and exit/re-entry.	Workforce
4.7	Support the College of Policing in the implementation of continuous professional development.	Workforce

3.5 Business Enablers

By 2020 police business support functions will be delivered in a more consistent manner. This will enable efficiency and enhance interoperability across the police service.

NPCC Business Enablers Objectives 2016-17		Allocation
5.1	Establish effective governance arrangements based on a 'lead force' model to ensure the Emergency Services Network, is properly tested and fit for purpose, and that the service is effectively positioned to begin mobilisation for transition.	Information Management
5.2	Establish a technical decision making model and agreed common standards for all ICT investment propositions at national and local levels.	Information Management
5.3	Develop a standard case file assessment and measure for testing and national rollout.	Criminal Justice
5.4	All forces to be using the government security classification by March 2017.	Information Management
5.5	Forces fully engage with, and support, the Collaborative Law Enforcement Procurement (CLEP) Programme	Finance
5.6	With Association of Police and Crime Commissioners and the Police and Crime Commissioners Treasurers' Society, to actively assist the Home Office to ensure the robustness of the process for determining the police funding formula and assess its impact.	Finance
5.7	Develop a direction for the service on shared services and facilities.	Finance
5.8	Support the Home Office landscape review to agree a common approach to National Law Enforcement Data Programme and the Home Office Biometric Programme.	NPCC Chair