

## Chief Constables' Council Minutes

Wednesday 3 – Thursday 4 October 2018, Cardiff, Wales

**Security classification:** Official  
**Authors:** Susan Paterson, Richard Hampson, Ben Gasson & Richard Cooper  
**Force/organisation:** National Police Chiefs' Council (NPCC)  
**Date created** 10 October 2018

### Attendees

CC Sara Thornton	NPCC Chair
DCC Sarah Crew	Avon and Somerset
CC Jon Boutcher	Bedfordshire
CC Nick Dean	Cambridgeshire
A/CC Janette McCormick	Cheshire
Commissioner Ian Dyson	City of London
CC Mike Veale	Cleveland
CC Michelle Skeer	Cumbria
CC Peter Goodman	Derbyshire
DCC Paul Netherton	Devon and Cornwall
ACC Paul Davies	Devon and Cornwall
CC James Vaughan	Dorset
CC Mike Barton	Durham
DCC Darren Davies	Dyfed-Powys
CC Ben-Julian Harrington	Essex
DCC Matthew Horne	Essex
CC Rod Hansen	Gloucestershire
CC Ian Hopkins	Greater Manchester
CC Julian Williams	Gwent
CC Olivia Pinkney	Hampshire
CC Charlie Hall	Hertfordshire
DCC Michelle Dunn	Hertfordshire
CC Lee Freeman	Humberside
CC Alan Pughsley	Kent
CC Andrew Rhodes	Lancashire
CC Simon Cole	Leicestershire
CC Bill Skelly	Lincolnshire
CC Andy Cooke	Merseyside
AC Robert Beckley	Metropolitan Police Service
AC Helen Ball	Metropolitan Police Service
AC Martin Hewitt	Metropolitan Police Service

Sir Craig Mackey	Metropolitan Police Service
T/CC Gareth Pritchard	North Wales
CC Simon Bailey	Norfolk
CC Nick Adderley	Northamptonshire
CC Craig Guildford	Nottinghamshire
CC Winton Keenan	Northumbria
CC Lisa Winward	North Yorkshire
CC Matt Jukes	South Wales
CC Stephen Watson	South Yorkshire
DCC Nick Baker	Staffordshire
DCC Stephen Jupp	Suffolk
CC Nicholas Ephgrave	Surrey
DCC Bernie O'Reilly	Sussex
CC Francis Habgood	Thames Valley
CC Martin Jelley	Warwickshire
CC Anthony Bangham	West Mercia
CC David Thompson	West Midlands
CC Dee Collins	West Yorkshire
T/CC Keir Pritchard	Wiltshire
CC Paul Crowther	BTP
DG Lynne Owens	National Crime Agency
DDG Steve Rodhouse	National Crime Agency
CC George Hamilton	Police Service for Northern Ireland
CC Mike Cunningham	College of Policing
ACC Chris Armit	Civil Nuclear Constabulary
CC Iain Livingstone	Police Scotland
CC Andy Adams	MoD Police
Brig David Neal	Royal Military Police
Wg Cmdr Michael Dixon	Royal Air Force Police
Chief Officer Jack Hawkins	Royal Navy Police
ACC Chris Shead	NPoCC

**In attendance for specific items**

Sir Thomas Winsor	HMICFRS
Richard Thwaite	Chaucer
Chris Walker	Chaucer
Steve White	College of Policing
DC Chris Spencer	College of Policing
Andy Harding	Metropolitan Police Service
ACC Nav Malik	Cambridgeshire Constabulary
Guy Ferguson	Police Crime Prevention Initiatives
Jon Cole	Police Crime Prevention Initiatives

**In attendance**

Tony Brown	South Wales Police
C/Supt. Rachel Nolan	NPoCC

David Lamberti	Home Office
Oliver Cattermole	College of Policing
Supt. Richard Cooper	NPCC Chief of Staff
Insp. Ben Gasson	NPCC Staff Officer
Nicola Growcott	NPCC Communications Manager
Richard Hampson	NPCC Senior Business Officer
Susan Paterson	NPCC Business Manager
Sherry Traquair	NPCC FOI and Decision Maker
Robert Hardware	NPCC Public Affairs Officer
Liam O'Brien	NPCC Staff
Isabella Bird	NPCC Comms Staff

09:00-18:00, 3 October 2018, Cardiff, Wales

### **OPEN SESSION**

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

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

Andy Marsh – Avon and Somerset Constabulary  
Mike Griffiths – Civil Nuclear Constabulary  
Mark Collins - Dyfed-Powys Police  
Cressida Dick – Metropolitan Police Service  
Neil Basu – Metropolitan Police  
Gareth Morgan – Staffordshire Police  
Giles York – Sussex Police  
Gareth Wilson – Suffolk Constabulary

#### **2. MINUTES**

The minutes of the previous meeting held on 11-12 July 2018 were agreed.

**Action:** NPCC Team to update the attendance list in the 11-12 July 2018 minutes to reflect Simon Bailey's apologies for this meeting.

#### **3. MATTERS ARISING**

**Action item** number 4.3.9 (11 July 18): Andy Rhodes reported that there is a national programme board overseeing the project and a high level business case for the national service including costs is being prepared for the January 2019 Council meeting. Further updates on the progression of this work will be published to all chiefs via ChiefsNet.

**Action item** number 4.3.12 (11 July 18): Alan Pughsley informed chiefs he had spoken with the Eastern region regarding their feedback from the July Council meeting and they now support the paper. Alan Pughsley updated Council on the importance of a consistent approach to the payment of overtime to undercover officers. A further update would be shared with chiefs in future.

Action: All chief constables to check their own force's position in respect of the payment of overtime to undercover officers.

**Action item** number 9 (11 July 18): Julian Williams confirmed work was progressing regarding an action plan following the report on sexual harassment in the workplace and this would be presented at the January 2019 Council meeting.

#### **4. STANDING ITEMS**

##### **4.1 Chair's Update**

The Chair welcomed visitors to Council and thanked Matt Jukes and South Wales Police Force for hosting the meeting. The following were congratulated on their recent appointments:

Gareth Prichard appointed as T/Chief Constable for North Wales Police

Nick Adderley appointed as Chief Constable for Northamptonshire Police

Iain Livingstone has been appointed as Chief Constable for Police Scotland

Nick Dean has been appointed as Chief Constable for Cambridgeshire Constabulary

Ben-Julian Harrington has been appointed as Chief Constable for Essex Police

Lisa Winward has been appointed as Chief Constable for North Yorkshire Police

The Chair thanked Sir Craig Mackey for his tremendous leadership over the years and his significant contribution to the NPCC.

The Chair provided an update on the chief constable tenure report. Since July there has been further engagement with PCCs. It was agreed at the July Council meeting that the findings of the report would be considered with those of the College of Policing's Chief Officer Appointments Survey and the Chief Police Officer Staff Association Resilience Survey to establish common themes. This will in turn be considered at a roundtable event between the College, NPCC, Association of Police and Crime Commissioners (APCC) and the Superintendents' Association which would take place in October. The Chair welcomed any feedback and ideas on this important topic.

**Action:** Consolidated report and the latest position after the 8 October meeting to be circulated on ChiefsNet.

The Joint APCC and NPCC Conference is taking place on the 31 October and 1 November and the Chair confirmed a number of key speakers including the Home Secretary and Shadow Home Secretary would be in attendance. The Chair encouraged all to attend the event.

The Chair reminded chiefs that at last year's joint conference considerable effort was made to support the Police Memorial Arboretum and encouraged forces further to do more to help.

Martin Hewitt updated Council on the Westminster Bridge Inquests arising from the deaths in the attack of the 22 March 2017. Neil Basu and Sir Craig Mackey would be giving evidence to the inquest and the MPS has been reviewing current security arrangements for the Palace of Westminster.

### **Delivery Plan Q2 2018/19 Update**

The Chair introduced the paper containing the Q2 update on progress towards the 2018/19 NPCC Delivery Plan. The paper set out the current position on progress for the objectives.

Mike Barton updated the current position on objective 1.1 in the plan on implementing and embedding a structured response to modern slavery and organised immigration crime. The Crime Coordination Committee is seeking to increase the level of connection between coordination centres. Simon Bailey confirmed a joint counter-exploitation bid is being developed however the development of sustainable options to ensure policing responds effectively to emerging forms of exploitation is proving challenging given different rates of progression across different issues including county lines. In this context the resilience of the modern slavery programme was being explored including its current funding envelope.

**Action:** Richard Cooper to work with Mike Barton and Simon Bailey to ensure any emerging product from Crime Coordination Committee is reflected in Police Transformation Reform Board (PRTB) discussions.

Peter Goodman summarised the position on objective 2.2 for delivering specialist force cybercrime capability across forces and informed chiefs of the positive progress made in terms of force take-up and the development of minimum capability standards. There remains some concern based on the absence of total confidence in the source of funding for 2019/20.

The Chair updated that the Police ICT Company has now received some funding and have commissioned work that will examine data standards linked to the National Enabling Programme. The level of risk attached to that objective will therefore likely reduce.

Simon Cole commented on the excellent progress being made towards objective 4.1 on the Digital Public Contact (DPC) programme. The focus has been on securing statements of intent from forces to join and this has been successful. In June the MPS joined by Thames Valley Police and Hampshire Constabulary went live on the platform. A full business case to enable the inclusion of all 43 forces within the Single Online Home is being finalised. He also updated that he and Mark Burns-Williamson will be writing to the Policing Minister regarding the non-emergency 101 service. The process of re-contracting the 101 service will consider the costs to the public associated with making a non-emergency call.

**Action:** Letter on the future of the non-emergency 101 service to be published on ChiefsNet.

All update returns for the objectives have been published on ChiefsNet.

Chiefs noted the update on the NPCC delivery plan.

#### **4.1 International Policing Update**

Sarah Crew updated chiefs on the current position of the cross-Government strategy for international policing and indicated there would be a further update following the publication of the strategy.

**Action:** Andy Marsh to link in with Bill Skelly who will coordinate with all forces the provision of mapping of diaspora communities within force boundaries and crime types/issues which have an international aspect to them and represent an increased demand on forces.

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

Mike Colbourne stated that Bernie O'Reilly would be starting with the College in November and Simon Nickless would also be joining the College to continue efforts on workforce transformation. Following discussion at Council in July there is likely to be a new process at the pre-assessment stage for direct entry inspectors.

#### **4.3 Regional papers**

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

##### **4.3.1 Standards of Behaviour – Internal Relationships**

The Chair acknowledged the feedback from forces and noted that some concerns had been raised. Julian Williams explained the background to the creation of the standards of behaviour. He expanded on four primary issues that had been considered in the standards' production. These were LGTB considerations, Article 8 considerations, record-keeping in respect of workplace relationships, and freedom of information implications. There is precedent from other sectors and this had been used to shape the standards.

Julian Williams highlighted that the view of the Police Superintendents' Association is that the Code of Ethics is sufficient and he therefore sought to understand the appetite of chiefs for specific guidance on this subject. On the four primary issues he explained that central recording was considered disproportionate so he would seek to develop guidance for recording by local supervisors, accepting that this would carry risks in respect of the resilience of such records. He believes that there is likely to be an FOI exemption under Section 41. Legal advice indicates that the proposed approach is compliant with an individual's right to a private and family life. LGBT considerations were included as part of the consultation with all forces and stakeholders but he stressed that there should and will be sensitivity applied around diversity issues in the guidance.

Mike Cunningham proposed that the College of Policing's Professional Committee is the appropriate decision-making body in respect of the standards but that the views of chiefs at Council would be considered. Chiefs had mixed views on the guidance as it is currently drafted. The Chair of the Ethics and Portfolio Coordination Committee set out that the portfolio's view is that specific guidance is required. It sets out a pragmatic way of responding to everyday potential conflicts of interest. This was supported by some chiefs who cited examples where members of staff had not understood what was and wasn't appropriate. In that context, the standards should be viewed as enhancing understanding by setting out expectations and parameters rather than being concerned with sanctions.

The view of the North West region, which was supported by some others, is that the concerns regarding the impact on LGBT officers and staff who are not 'out' outweigh the benefits of the standards being in place. The Code of Ethics is seen by some chiefs as being sufficient.

The Chair summarised that chiefs held mixed views and that whilst some consider the setting out of specific professional guidance to be helpful, there was general agreement that this should not be linked to misconduct. Mike Cunningham will consult further with Julian Williams before taking the matter to Professional Committee.

#### **4.3.2 Police Delivery Model Pilot Update – DBS Enhanced Disclosure Certificates**

Nick Adderley acknowledged the need for a clear understanding of the business case proposed and clarified that the paper seeks engagement from chiefs on how disclosure and barring is delivered in future. There was no commitment sought or made to a particular delivery model for disclosure and barring. Chiefs noted the paper.

#### **4.3.3 Force Management Statements Debrief**

Chiefs supported the paper.

#### **4.3.4 Adoption of Minimum Standards for 'In Service' Drones Training**

Michelle Dunn thanked all Chiefs for the feedback provided which would be assessed by the National Drones Working Group. Charlie Hall will liaise directly with those regions who sought clarity on the cost proposals.

**Action:** Charlie Hall to go back to West Midlands and North West regions on feedback provided.

Chiefs supported the direction of travel of the paper.

#### **4.3.5 Electronic Monitoring**

Nick Ephgrave described the main objectives sought by the Ministry of Justice (MoJ) for the programme and highlighted the opportunities, benefits and threats this will present for policing. Delivery of the programme has been brought forward substantially. The service would have until the end of November to negotiate specific details, as the planned implementation was being extended to all forces by April 2019.

Nick Ephgrave explained the proposals and that it had been agreed that high risk offenders would not be included in initial rollout. He sought the views of chiefs so that he could reflect these back to the Ministry of Justice. A number of chiefs were concerned by the haste of implementation despite issues having been identified during the pilots. Chiefs also discussed the transfer of costs to policing that is associated with the enforcement burden, and the risk to the public that might arise if policing cannot respond as expected.

The Chair summarised the position of Council by confirming that the pilot needs to be fully evaluated and costs understood before rollout. When those costs are understood, any necessary transfer of funding should be considered accordingly. The NPCC would examine whether there are any statutory requirements for forces to do this. The College also supported the need for the pilot to be evaluated.

**Action:** Nick Ephgrave, as Chair of the Criminal Justice Coordination Committee, will write to the MoJ reflecting the position of Chiefs' Council.

#### **4.3.6 Pre-Charge Bail Update**

Nick Ephgrave emphasised the importance of greater consistency in how forces assess necessity and proportionality in respect of bail so they provide adequate protection to victims.

National guidance is being developed for officers with case studies around when it is appropriate to apply pre-charge bail.

**Action:** Guidance to be presented at the January 2019 Council meeting for chiefs' review.

Chiefs noted the paper.

#### **4.3.7 Reforms to Complaints and Discipline System Update**

Chiefs noted the paper.

#### **4.3.8 Royal Mail Protocol**

Chiefs agreed the implementation of the protocol.

#### **4.3.9 NPCC Specialist Capabilities Programme Update**

The Chair addressed the regional feedback on the pilot and timeline linking this into the spending review work. Simon Cole confirmed that discussion of a pilot is still ongoing.

Chiefs discussed the process by which bespoke funding requests are agreed. The Chair set out that substantial budgeting decisions were made at the January meeting of Council, but that where possible all requests for funding contributions from forces should be routed through Council.

Chiefs noted the update.

#### **4.3.10 A Pilot Practice Direction for Force Marriage and FGM Protection Orders**

Simon Bailey informed all chiefs that there was an expectation that once the pilot had been completed at the end of January 2019 that a full evaluation would take place and a paper brought back to Council covering the assessment of cost and resource implications.

**Action:** Paper to be brought back to the January 2019 Council meeting.

Chiefs supported the direction of travel for the paper.

#### **4.3.11 Information Exchange regarding Victims of Crime who have No Leave to Remain**

Chiefs supported the paper.

#### **4.3.12 Volunteer Police Cadets Update**

Chiefs were supportive of the programme and what it had achieved. The programme will engage with forces individually to take this work forward further.

Chiefs noted the paper.

#### **4.4 Taser – NPCC Position on Home Secretary Letter**

Andy Harding, presenting on behalf of Lucy D'Orsi, (NPCC Less Lethal Weapons lead) suggested that the UK is recognised as providing the 'gold standard' in terms of how the weapon is deployed. That said, he acknowledged that there are differing views within the service about the approach that should be taken moving forward, i.e. whether the weapon should be rolled out more widely as personal protective equipment (PPE), or whether it continues to be issued based only on a specific threat assessment.

He explained the NPCC's Less Lethal Weapons Portfolio intended to maintain a threat-based approach to less lethal weapons deployment to officers while the probationary constable model is introduced and the question of whether special constable should be able to carry the equipment was considered (a decision is planned by summer 2019). It will then consider the case for widening the roll out of Taser as personal protective equipment.

Simon Cole agreed with the approach, but expressed that in his experience, wider rollout is not as contentious as has been described. He cited local evidence that his officers are four times less likely to be injured when they 'red dot' a potential threat. He suggested that the evidence shows that Taser is used sensibly and proportionately and so he is concerned about the length of time this process might take. He stressed that chiefs must consider officers' rights to work safely and their welfare.

Olivia Pinkney added that Hampshire and Thames Valley Police have rolled out an uplift of Taser as the assault data informed the threat assessment, which proved a compelling case. She explained that it is only issued to an officer where there is an operational need, aptitude, and a desire to carry one. She added that the wider rollout has not been an issue.

Chiefs noted that this is a significant concern for officers, particularly those in isolated rural areas. Nonetheless, it is acknowledged that Taser is a less lethal and not a non-lethal weapon. Consistency of approach, subject to the individual circumstances as identified in force threat assessments, is important both to officers and to the public.

The Chair summarised that the process and principles must be consistent, but accepted that the threat assessment itself will vary from force to force. She stressed that chiefs must be able to accurately and appropriately address any concerns raised about this, particularly by staff associations.

#### **4.5 Election of the NPCC Chair**

As of March 2019, the current Chair of the NPCC will step down. Under the provisions of the NPCC collaboration agreement, the Chair has served the maximum period and as such this role will be advertised for any current chief constable to apply.

The Chair of the Professional Committee, Olivia Pinkney, explained that all those who are interested in applying should have a discussion with a member of the NPCC Performance Committee. She explained that a small committee has been formed to administer a formal process which is election-based to ensure that the successful candidate was legitimately endorsed by chief officers. If there is

only one candidate they would be automatically appointed and if there is more than one a voting system would be put in place. She will formally write out to chiefs and the advert will be published on ChiefsNet on 15 October for a three-week period.

Chiefs agreed the paper.

## **SUPER COMPLAINTS**

The Chair welcomed Sir Thomas Winsor who briefly summarised the progress on Force Management Statements (FMS) and thanked chiefs for submitting these to HMICFRS. He confirmed the FMS overview document will be published and said this will assist in building the picture on police demand, assets, efficiency and resources requirements.

Sir Thomas gave an overview of the background to super complaints and the process for their submission and response. The system is due to become operational on 1st November 2018 and is designed to capture systemic issues in policing, rather than complaints about individual forces or officers. It relates to complaints where a feature or combination of features of policing in England and Wales, by one or more than one police force (including the NCA) is, or appears to be, significantly harming the interests of the public.

Only bodies designated by the Home Secretary can make a super complaint. There are sixteen such bodies, a larger number than in other sectors with super complaint systems. HMICFRS are currently engaging with these bodies to determine in what form a super complaint might be lodged. This engagement will provide advanced warning and in some cases it may be appropriate to defer some of potential complaints on the basis that HMICFRS, the College of Policing, or the Independent Office Police Complaints (IOPC) already has plans to do something about the issue identified. HMICFRS will work together with the College and IOPC to determine if the complaint is eligible and the correct action to take. The panel will be comprised of representatives from the three agencies and they will have to carry out preliminary inquiries and provide a report every 56 days to the complainant.

If the complaint is about a police force then both the force and PCC will be notified along with the NPCC. There will be an information requirement and the resulting HMICFRS response will be provided to the force in advance. Sir Thomas explained that there is a small budget to run the HMICFRS secretariat but there is no budget to investigate the super complaints so this is challenging. Designated bodies do not have to pay a fee to make these complaints. He asked for the support of chief constables in implementing the system as smoothly as possible.

Chiefs discussed the avenues of appeal open to complainants which Sir Thomas identified only as being judicial review. Chiefs also asked of the extent to which the three coordinating bodies could ask questions of other agencies which may hold relevant information as well as the police. Sir Thomas said the information acquisition powers of the HMICFRS and the IOPC would apply without limitation. It was also confirmed if a case was already being investigated by the IOPC or HMICFRS then the super complaint would be deferred until the outcome was decided. It should be noted that there will be no historical cases only current ones.

Chiefs were generally supportive of a system that might bring appropriate scrutiny to those relatively few issues that were not already subject to examination and accountability processes. They discussed the likely impact upon portfolio leads, who would be a probable source of information in response to a super complaint.

Chief constables agreed that NPCC Leads will assist HMICFRS, IOPC and the College of Policing in conducting research into policing issues or approaches that have been accepted as super complaints. Chief constables further agreed that NPCC central office will act as the initial liaison point for HMICFRS in determining which NPCC Lead is best placed to assist in carrying out any necessary research. Chief constables decided that at this early stage a specific chief officer lead was not required on behalf of the service for the super complaints system itself. However, Martin Jelley will provide initial senior oversight as part of the Ethics and Integrity portfolio.

## **5. OPERATIONAL CONTINGENCY PLANNING FOR A 'NO DEAL' BREXIT**

The Chair explained that the Brexit paper was a re-submission and reflects PSNI and Police Scotland involvement.

Police Scotland said good links have been made in the coordination between the Brexit team and forces and that although there are still some funding questions that need to be discussed, this should not delay progress. It was confirmed by chiefs it would not be practicable to embargo leave at this stage.

Bill Skelly said that it's foreseeable that significant information requests in respect of crime and incidents linked to Brexit will be made of the service in the run-up to Britain leaving the European Union. He is having discussions about how this information could be best coordinated.

Chiefs discussed the need for command roles to be available, and that the impact of people being abstracted from their core roles should be considered. Paul Netherton described his work with Government in planning the civil contingencies response and is clear that the policing role should be limited to the service's normal duties and the prevention of disorder. Local Resilience Forums (LRFs) will have an important role to play, and a table-top exercise is being developed that should be of assistance to LRFs.

The Chair explained that the recent Strategic Capability Board away day spent time discussing national security in the context of Brexit, and that the National Crime Agency has now developed an initial impact assessment relating to Brexit and serious and organised crime.

## **6. TECHNOLOGY UPDATE**

**Law Enforcement re-allocation - CLOSED**

**Emergency Services Mobile Communications Programme (ESMCP) Update - CLOSED**

### **Peer Efficiency Exemplar Plan**

Ian Dyson explained this is an opportunity to collectively assess where we are in relation to digital policing, both in respect of foundation capability and 'stretch' ambitions such as preparedness for robotics, advanced analytics and artificial intelligence.

He is grateful for the return of the templates that were sent to forces, with thirty-one having been completed and seven forces near to completion. He said the next step is for the information to be

analysed to provide supporting information for the spending review and also to meet the HMICFRS recommendation. He confirmed there will be further workshops planned to clarify the further requirements and discuss any gaps identified through the analysis. Timescales are tight, but necessarily so, in order to contribute effectively to the SR narrative.

### **Landscape Mapping and Force Milestones**

The Chair welcomed Richard Thwaite and Chris Walker from Chaucer who updated chiefs on progress and gave a demonstration of the software for monitoring the status of force delivery milestones. Richard Thwaite gave an overview of the work completed, including project roadshows, the development of landscape mapping, and the monthly delivery dashboard. The monthly dashboard also reflects the policing community's view of project progress, and that in turn has influenced the conduct of programmes. A variety of important themes have been gleaned from the community view and the engagement undertaken, including the requirements for change implementation within forces, how all the projects fit together, and the value of data integration.

Chris Walker provided a demonstration of the force delivery milestones software and highlighted that it was available for use by staff within forces. The software is updated at least weekly, can give national and regional views, and shows when items are 'landing' within forces.

The demonstration was well received by chiefs. The question was raised as to the level of influence that the landscape mapping team can have to make the programmes change course and behaviour. Richard Thwaite replied that in certain ways influence is limited. The team hold a mirror up to the programmes and whilst they can't require the programmes to do things differently they can make challenges visible to people. Chiefs emphasised the importance of considering the cost of delivering the changes required by programmes locally, and the extent of our collective understanding of this cost set against benefit.

Ian Dyson praised the work for allowing a better understanding of the programmes and what is to be delivered, but there needs to be a better understanding of the change that is required in forces. The Business Change Council may be able to assist with that.

## **7. POLICE CRIME PREVENTION INITIATIVES (PCPI)**

Stephen Watson reiterated to chief constables that PCPI was a success story that had become self-funding and sustaining. British policing has developed a world-leading ability to influence planning applications; over a million homes have been built in line with secured by design standards; new residential developments have seen sustained crime reduction, particularly in burglaries; and there has been a significant reduction in the number of false alarm calls to the police. Guy Ferguson, the CEO of Police CPI, recapped on the history of the enterprise and outlined its governance with diverse representation on its board. Further innovation is expected in relation to licensed premises, and PCPI have recently taken on the London Digital Security Centre which helps businesses fight off cyber-attacks.

The benefits of the Designing Out Crime Officer (DOCO) role were described, and the healthy state of continuing professional development to support those members of staff. Chiefs were asked to ensure that DOCOs have access to senior individuals in the force to ensure that effective influence is exerted through the planning framework.

Francis Habgood questioned the level of bureaucracy attached to securing and maintaining accreditation, particularly in light of resourcing pressures across forces. Stephen Watson replied that only a modest percentage of compliance checks are conducted in order to ensure the efficacy and

honesty of the system. Chiefs also asked about the contribution of PCPI to the fight against organised crime, and the ability to join up effectively with the approach that is being pursued in Scotland. The decision in the paper was noted.

## **8. CT UPDATE AND BRIEFING**

This item was withdrawn from the agenda and an update would be provided at the next Council meeting in January 2019.

## **9. FRONTLINE REVIEW**

Steve White introduced his new role in relation to the frontline review for the Home Office. He thanked forces and the College for the provision of staff to take part and explained that a steering group has been set up and Andy Rhodes sits on this group on behalf of chiefs.

Andy Rhodes explained the importance of staff engagement and the strong association with the wellbeing of our employees. The steering group has support from the staff associations and the Home Office.

Chris Spencer described how the Office for National Statistics is advising on the methodology to produce a robust set of findings. He also set out the range of workshops that have been scheduled across different regions and involving different ranks and roles within policing. Chiefs queried the geographic breadth of the workshops and also asked whether the diversity of staff representation had been considered, which Steve White advised that it had.

This work was noted and supported by chiefs.

## **10. SPENDING REVIEW**

Alex Murray provided a briefing on the work being carried out on the spending review. He outlined the difficult financial national context that the Treasury is grappling with, and the subsequent pressure on public sector spending.

Although the Chancellor announced that there is going to be a spending review in 2019, the timings have not been confirmed. Policing's spending review narrative will focus on productivity and efficiency and it will stress how transformation is being prioritised in our approach to the workforce, digital technologies, and meeting the strategic aims of the Vision 2025.

Alex Murray explained that the broad areas of focus had been agreed as the empirical evidence for non-crime demand; the growth in crime, both that reported to police and that revealed in the Crime Survey of England and Wales; the specific increase of complex high-harm crimes; and finally the cost associated volume crimes, particularly relating to investigation. He further explained that as a result of the resource challenges criminal justice outcomes are being affected, with visibility, proactivity, and levels of satisfaction reducing. He explained the next steps involved in providing chiefs with a more exact understanding of the relationship between these factors. He also provided a brief overview of the work under each of the strands that had been identified.

Chiefs highlighted a number of important considerations in the spending review work. This included the understanding of the ongoing effect on the police workforce and the element of it that is non-

deployable; the distillation of the capabilities that make up neighbourhood policing; and the importance of a compelling public narrative as well as an empirical one for government officials. The Chair acknowledged the importance of making a case that resonates with the public, but outlined the fine balance that must be struck by officials in working on behalf of ministers. Police chiefs must also consider the objective assessment of the resources required to keep the public safe whilst also being mindful of public reassurance and a proportionate understanding of crime levels.

## **11. NPCC FINANCE COORDINATION COMMITTEE UPDATE**

Dave Thompson introduced this item and provided an overview of the progress that's been made and issue for chiefs to note. He explained that there is continued pressure from the Treasury to find efficiencies and savings and the work around this is going well. Chiefs will however need to consider the preferred operating model for procurement and shared services. Whilst regional delivery is familiar that approach may not meet with governmental expectation.

Dave Thompson explained that the joint submission by the APCC and NPCC for 2019 settlement has been submitted. The paper identifies a number of challenges including the freeze on grants, the reallocation for ICT programmes, differential benefits from council tax precepts, and counter-terrorism funding which is due to end this year.

Dave Thompson also made chiefs aware of an issue around changes in the pension scheme discount rate that needs careful consideration. Due to suppressed pay the contribution rate is less than expected and for the first time there are more pensioners than police officers paying into the scheme. As a result there will likely be a shortfall to be met by an increase in employer contributions of £165 million in 2019/20 then £400m in year two. Dave Thompson argued that whilst there will be impact to all public services the police position is unique, not least because of the overpayment in percentage terms of the employer contribution to date. The next step will be to commission legal advice and produce a financial planning options paper.

Chiefs discussed the effect of precept rises in different forces and the varying levels of political will for a further increase on top of that in 2018/19. Francis Habgood suggested that the messaging needs to be clearer, engaging both with internal and external audiences including PCCs. He also stated that staff associations are aware of what is happening and there needs to be an explanation of cost, making clear the difference between pension issues and of pay uplift.

The Chair confirmed that a briefing will be provided next week and a letter has been sent to the Chief Secretary of the Treasury.

**Action:** The letter regarding 2019/20, the letter to the Chief Secretary to the Treasury, and the submission to the Public Accounts Committee from CC Thompson all to be shared with chiefs.

**Action:** The Chair / NPCC Finance Lead to reply to the Minister's letter regarding the changes to the public sector pension discount rate.

## 12. REVIEW OF POLICING OPERATIONS TO SUPPORT VISIT TO POTUS – JULY 2018

Chris Shead provided a summary of the operation delivered for the Presidential visit to the UK in July 2018. The report focused on identifying potential learning for future national events, early indication of financial costs on forces and detailed the resources used. Nearly every force supported the operation with almost 10,000 officers deployed from all over the country, performing over 26,000 shifts. The full cost of the operation is still being worked out but an early estimate is nearly £18 million spent. Chiefs discussed the high demands put on the service at the same time as the visit including that linked to the football World Cup and various other events and festivals. These demands affected local policing to varying degrees across the country.

Each host force established a stand-alone command and planning team and appointed an event command structure as required under current Authorised Professional Practice (APP). The MPS Gold adopted a coordinating function, holding regular conference calls with other gold commanders.

Chris Shead explained post-operation data had been collected from forces to determine the impact of the POTUS operation on service delivery, contact management performance, and staff resilience. The majority of forces had to cancel officers' rest days and extend the length of their working shifts. The resourcing requirements for the operation were further complicated as a result of the ambiguity surrounding the itinerary of the visit.

Chiefs discussed the approach taken towards the command of significant national events that impact in more than one force area. It was suggested that the scale of such operations meant that "coordination with a big C" was required. Some advocated a cadre type approach to public order where the most experienced gold commanders take responsibility to plan and manage the event(s) regardless of force boundaries. Chiefs discussed the advantages and disadvantages of this approach as outlined in the paper. It was felt keeping a list of experienced accredited gold commanders was helpful but the majority of chiefs would wish to be able to select such a commander for such an event. Dave Thompson asked that forces that have chosen to invest in greater public order training due to local need should not be asked for a disproportionate contribution to national operations simply due to that increased capacity. Iain Livingstone noted that public order command would likely remain a live issue in the coming months and years and advocated a well-informed central moderating function to help determine what level and specialism of resources is required where.

The Chair recognised the need for consideration of a moderating function and whether the concept of a coordinating gold is reflected in Approved Professional Practice. She summarised that the Council would like to see more work done on the cooperation and command of multi-force operations, drawing on lessons from the Olympics and the POTUS visit, and looking more widely than simply terminology but examining policy and structure.

Francis Habgood added that the issue of overnight allowance is being worked on with the Police Federation and this information would be shared soon with all chiefs.

Chiefs were encouraged despite the challenges and the significant operational burden presented that through the hard work officers and staff the public were kept safe throughout.

Chiefs noted the paper and agreed the recommendation. However Council agreed a further recommendation to the paper which include completing further work done on the service approach to coordination of multi force operations including gold command.

**Action:** Paper to be brought back to the January 2019 Council meeting on the moderation and coordination work around multi-force public order and public safety operations.

### **13. AIR SUPPORT OPERATIONAL REQUIREMENT - CLOSED**

### **14. IICSA NPCC CORE PARTICIPANT STATUS**

Simon Bailey provided an overview of the coordinated service response to historical child sexual abuse and explained that there are a significant number of inquiries areas still outstanding. Although the work carried out on behalf of the police force by the Operation Hydrant team has been effective and they have been able to provide the inquiry with a good response there remain some challenges that chiefs should be aware of. He explained that one of the challenges is the police service does not have core participant status and therefore limited scope to contribute to the thinking of the inquiry before recommendations are finalised.

Simon Bailey set out the proposal to establish a capability to support core participant status. This would involve horizon scanning by Operation Hydrant across all inquiry material to identify potential issues of future interest to the service; the referral to East Midlands Legal Services where an issue is identified as a matter concerning NPCC interests; and where formal representation at the inquiry is necessary, consultation should take place with the Chair of the NPCC and the Chair of the Violence and Public Protection Portfolio to determine whether Counsel should be appointed.

Chiefs supported the proposal and the provision of funding but requested that consideration is given to future consideration of whether net budget or core grant be used to determine contribution for such matters.

### **15. UNDERCOVER POLICING INQUIRY (UCPI) AND CONTINUED RESOURCING**

Andy Cooke introduced two papers, one on the NPCC Undercover Policing Inquiry (UCPI) Coordination Team and one on Operation Elter. He explained that the MPS are dealing with Special Demonstration Squad legacy issues and are working closely with the NPCC coordination team who are considering the National Public Order Intelligence Unit issues. He stated that the purpose of his input was to put chief constables on notice that at January's Council meeting he will be putting forward a funding request.

Andy Cooke described the service's response to the inquiry and how the inquiry's timeline had been significantly extended. There will therefore be increased costs to the service in terms of legal costs and the Relativity software, which is why a request for £1m for the NPOIU Co-ordination Team will be put to chief constables in January. To add context to the challenge being faced by the team, he described how the team are dealing with 2.6 terabytes of data, which is around 40 million pages. Disclosure of just 1% of that will take the current team 4.6 years as one expert can redact around 65 pages per day.

### **16. RESOURCING OF OPERATION ELTER - CLOSED**

## **17. PLAN ON A PAGE**

Mike Cunningham provided the background to the development of the College of Policing's plan on a page. He emphasised the value of clarity, both to the College and its stakeholders. The resulting product is one born from a very wide engagement with the service and he has sought and received a large amount of feedback on the College's purpose.

His priority is to establish a better connection with operational policing and increase the relevance of the College to those delivering to the public. The College will be an independent professional body that supports everyone working in policing. The plan on a page sets out the priorities in terms of core deliverables for the organisation – cultivating knowledge and good practice; setting operational standards; and developing talent, skills and leadership. He explained that he still needs to seek agreement from the College Board but will then move into implementation.

Chiefs constables expressed their support for the approach described and would want to demonstrate that support in a visible way after the new approach has been discussed at the College Board.

## **18. WORKFORCE TRANSFORMATION**

Mike Cunningham updated chiefs that three forces have acted as early adopters of the degree apprenticeship approach. This allows the College to understand any impact on diversity and abstraction rates of officers. He will look for independent assessment of the extent of that abstraction. The College is now analysing the self-assessment material that has been received from forces and he expressed his gratitude for those returns.

In respect of changes to the entry routes into the service Mike Cunningham proposed a 12-month extension for forces to deal with implementation issues. This is simply to allow for issues in a particular force to be addressed, not to indefinitely delay that implementation. Whilst the College wishes to work with forces to address any concerns, it is they who ultimately have the responsibility for setting entry and promotion requirements. The emphasis is now moving from the design of such requirements to realisation of them.

Bill Skelly asked that Council does not agree to the cut-off point for the Initial Police Learning and Development Programme. He argued that the funding situation necessitates such a stance. Lincolnshire has a structural deficit and he doesn't want to reduce officers providing policing services to the public. This view was supported by Jon Boutcher. Peter Goodman spoke as an advocate of the three entry routes but noted that having examined the curriculum he considered that abstraction levels would be higher. Mike Cunningham accepted this but explained that the role of constable is now more complex than ever. He identified a cultural issue where training is seen as a cost rather than an investment and reiterated that whilst he is genuinely seeking support from chiefs this remains a College of Policing decision. Craig Guildford agreed that from his force's experience there would be more abstraction but that absences would be considerably diminished in year three.

Chiefs also discussed the equality impact of the proposed entry route changes. These points included the practical difficulties for non-degree holders joining with lower pay than their previous jobs. Jon Boutcher also suggested that some people who would otherwise have joined the service may be put off doing so because of the degree requirement. Craig Guildford indicated that there is limited

evidence of any effect on diversity, although the Nottinghamshire experience is based on only a small cohort.

Mike Cunningham advocated the attraction of earning whilst learning to younger people, and undertook to consider a suggestion from James Vaughan about fast-tracking high quality degree holders. Dave Thompson and Simon Cole raised concerns about the service acting in haste due to the availability of the apprenticeship levy and about the possibility of a seasonal recruitment profile linked to academic institutions that may not meet public need. Chiefs generally sought additional detail to be worked up on how prior experience would be treated and the precise costs associated with the new entry routes.

Mike Cunningham thanked chiefs for their feedback and summarised his position. He remains sensitive to the implementation challenges and wants to be supportive. The specific implementation period for the entry route changes requires consideration so he will take that issue away and give it due thought.

The Chair concluded the conversation by noting the decisions made. Chiefs had considered the outline position and supported the direction of travel. Some chiefs had asked for an extension of IPLDP beyond 2020 but it was agreed that no date would be set at this Council.

A concern was raised on behalf of Mike Griffiths about the loss of officers from the Civil Nuclear Constabulary into Home Office forces.

**Action:** Mike Cunningham to review and recirculate existing instructions regarding movement from non-Home Office forces to Home Office forces.

## **19. POLICE REFORM**

The Chair provided an update to Council on the police reform and transformation agenda. This included the development of a Portfolio Management Team to report on the projects funded through the Police Transformation Fund, and a Portfolio Board with representation from the service to scrutinise and manage in-year expenditure. She updated chiefs on discussions from the last Reform and Transformation Board meeting and away day. More money has been supported for the development of Specialist Capabilities dashboards to provide a better understanding of supply and demand of those capabilities. The Chair also set out decisions on the hosting of the Forensic Capabilities Network which will initially be through Dorset as lead force with ongoing examination of NCA as a long-term possibility.

In addition, the Chair gave an update on the likely commitment of the Police Transformation Fund for 2019/20, and the possibility of underspend in the current year. There is unlikely to be a bidding process for next year with investment instead building on what has already been achieved. A reserve list of projects that might utilise underspend prior to the end of March 2019 is being compiled however and the Chair explained the process for accessing this money.

## **20. PAY REFORM**

Francis Habgood summarised the principles and direction of travel for pay reform that have been brought to previous Councils. In particular he highlighted the issues arising out of the pay uplift of

2%. He asked chiefs to note that HM Government did not agree the recommendations from the PRRB for a second year.

He recapped that chiefs had previously asked for flexibility in recognising either challenging or hard

to fill roles (dependent on rank) and provided an update on progress in this area. His view is that an application process by individuals should not be used and he invited chiefs to consider what proportion of posts might be eligible for additional reward. Francis Habgood stated that he was seeking to maximise consistency of approach across all ranks, and that he foresaw practical difficulties arising from efforts to backdate the payments beyond 1 April 2018.

Chiefs discussed if bonus payment should be the exception rather than paid to all. It was suggested that before a decision was made, national moderation could be used to assist. Chiefs also advocated a cohesive approach that incorporated wider issues of bonuses and allowances. Francis Habgood requested each chief could make a provisional decision on their outline approach within six weeks and then he would run a survey, carry out analysis and give more rounded feedback to chiefs on the national picture. It was also agreed that an additional question in the survey would be included on any preference regarding backdating of the payments. He also informed chiefs that at their annual conference the superintendents had indicated a desire for greater flexibility to work compressed hours, to receive on-call allowance, and to receive recompense for rest days having been worked rather than losing them at year-end. He asked chiefs to let him know their views on these points.

On the broader pay and reward framework, Francis Habgood explained the high level approach. Levels of competence for constables are starting to be defined and modelling is underway looking at the impact on police officer pay budget at a national level. A more detailed analysis using data from forces will test the accuracy of the assumptions and modelling, including testing against other sectors including the 'P' factor. He explained that the assumption is that the programme is cost neutral, subject to anything within the CSR, there is no new funding for this and individuals will not see base salary reduce. The new model will require officers to demonstrate additional competence to increase pay rather than just time served as at present.

Francis Habgood explained there are four different categories of variable pay emerging. These are geographical location, additional skills, outstanding/unpleasant work, and role-based recognition. He suggested that there will be salary assessment points linked to entry, apprenticeship, and foundation constable status. There is likely to be a range at each point dependent on the candidate's skills and experience on entry.

Chiefs were grateful for the work carried out to date on their behalf. A number of chiefs raised fairness as a critical issue, and were reassured by Francis that an equality impact assessment would be undertaken. It was accepted that breaking the link between time served and reward is the right thing to do but it presents many practical challenges. The governance over decision-making should be clear. It was agreed that no decisions were required at this point.

The next steps will be to present to January's council a more detailed and complete set of recommendations based on the skill and rank analysis on pay reform for chiefs to agree. The Home Office is working to model what this will mean in terms of total pay budget and Francis has linked in with Alex Murray to ensure that the progress of pay reform and the financial impact form a key part of the spending review submission.

The Chair summarised that chiefs recognised that pay reform was the right course of action but that implementation was difficult. Chiefs should demonstrate a commitment to maximising the public investment in policing, and Francis Habgood confirmed that he wished to prioritise expenditure towards frontline service delivery. It was agreed that a detailed paper would be provided for Council in January where chiefs would be asked to support our submission to the Police Pay Review Body.

**Action:** A further detailed paper regarding pay reform to be submitted to Chiefs' Council in January 2019.

## **21. ANY OTHER BUSINESS**

The Chair informed Chiefs that this would be Chris Shead's last Council meeting and thanked him for his hard work in leading NPoCC.

Ian Hopkins encouraged all chiefs to attend or send a chief officer to represent at the joint APCC, NPCC and College of Policing conference for Policing our Diverse Communities taking place on 22 November 2018. Simon Cole highlighted the next Light the Lakes charity walk would take place on the 21-23 June 2019 and encouraged participation.

Chiefs were informed that the next National Problem Solving Conference exploring problem solving and demand reduction initiatives would take place on the 27-29 March 2019.

Francis Habgood updated chiefs on the latest position on pay and reported that the Police Federation would be applying to judicially review (JR) the decision of the Home Secretary on pay award. Chiefs agreed not to join this JR and stick to the current position already communicated out.

Dave Thompson sought agreement from chiefs for the provision of £110000 to pay for the post examining the impact of pension changes. This was agreed.

Ian Dyson announced that the Action Fraud National Intelligence Bureau system will be launched and go live this weekend. It was reported this system would be far more responsive than the previous system and forces will be able to access data direct and be able to report into this. Communication has been sent to all force SPOCs.

Lynne Owens reported that on 31 October the National Economic Crime Centre would go live and the NCA were collaborating with forces on the launch. The NCA have also secured the first Unexplained Wealth Order which would significantly help to identify and take action against illicit finance in the UK.

Mike Cunningham highlighted the next performance of the British Police Symphony Orchestra would take place on 11 May 2019 at the Royal Albert Hall, London and would be a charity concert and encouraged all chiefs to attend.

Dee Collins requested opportunity at the January 2019 Council meeting to discuss further the implications of papers presented at this meeting on pay, finance and budgets and pension issues. This was agreed by all chiefs.

James Vaughan reported further to the paper at July's Council on the risks related to the achievement of fingerprint bureau accreditation. He encouraged all forces to maintain progress

towards accreditation and if this cannot be achieved then look towards the nearest accredited lab. He would be giving evidence on 9 October in the House of Lords on these issues.

The Chair thanked the NPCC team and South Wales Police team for organising and hosting yesterday's evening dinner at the Principality Stadium and for arranging the Cardiff Choir who were exceptional. A good amount of money was raised for the charity and thanked Chiefs for supporting.

**DATE OF NEXT MEETING**

The next meeting will be held on 16-17 January 2019.