

CHIEF CONSTABLES' COUNCIL

AGENDA

12 – 13 October 2016

12 October 2016 at 09:00 in the Conference Room

1. ATTENDANCE AND APOLOGIES

The names of those attending and apologising will be noted in the Minutes

2. MINUTES

To consider the Minutes of the previous meeting held on 13-14 July 2016

3. MATTERS ARISING

3.1 To review and update the Council Action Log

3.2 Pre-Charge Bail Update

3.3 Targeting On-Line Abuse Update

3.4 Progress with Police Dependents' Trust

4. STANDING ITEMS

4.1 Chair's Update

4.2 College of Policing Update

4.3 Regional papers: [Workforce Co-ordination Committee Update](#) | [Operation Hydrant](#) | [National Strategy for Police Custody](#) | [Mounted Policing in Public Order](#) | [The Curtis Report – The Future of National Standard for Incident Recording](#) | [CCC Membership and Voting](#) | [Strategic Policing Requirement](#) | [Conducted Energy Device](#) | [MoU with Department for Work and Pensions](#) | [National Mutual Aid Telephony \(NMAT\) and 101 Steering Group](#) | [Police/Fire Collaboration](#) | [Shaping the 'National Information Management and Operational Requirements' Coordination Committee](#) | [Performance Management Framework Update](#) | [Understanding Demand Update](#) | [The Management of Risk in Law Enforcement \(MoRiLE\) programme](#) | [Professionalisation and Accreditation on a National Basis](#), [Civilian Investigators](#).

5. POLICE REFORM

Police Transformation Funding Update
Submission from CC Sara Thornton



6. SPECIALIST CAPABILITIES

Submission from CC Sara Thornton

7. WORKFORCE

Professional Development including Remuneration
Submission from CC Alex Marshall/CC Francis Habgood

LUNCH

13:00 – 13:45

8. LOCAL POLICING

Mental Health Settings and Police Use of Restraint
Verbal Presentation by Commander Christine Jones

Discussion led by CC Simon Cole

9. DIGITAL POLICING

Submission from CC Giles York re Digital First
Presentation by Nick Folland, Chief Executive, CPS

TEA AND COFFEE BREAK

15:00 – 15:30

10. GOVERNANCE

Discussion led by Julia Mulligan, Chair, Police Reform and Transformation Board

11. BUSINESS ENABLERS

Landscape Review

Presentation by Sarah Wilkinson

Emergency Services Mobile Communications Programme – Update and Discussion

Submission from CC Francis Habgood

CLOSE

18:00

13 October 2016 at 09:00 hrs in the CEOP HQ

12. POLICING REFORM

Presentation by Brandon Lewis, Minister of State for Policing and the Fire Service

13. UNDERCOVER POLICING INQUIRY

Verbal Update from Andy Ward

Submission from CC Mick Creedon

14. CT OPERATIONAL UPDATE

Verbal update from AC Mark Rowley

15. DRR3 UPDATE

Submission from AC Mark Rowley

Special Branch Review

Submission from CC Francis Habgood

16. MODERN SLAVERY

Submission from CC Shaun Sawyer

17. BREXIT AND POLICING

Verbal update from Lynne Owens

18. DELIVERY PLAN

Submission from CC Sara Thornton

19. ANY OTHER BUSINESS

To consider any items of business not included in the substantive agenda

DATE OF NEXT MEETING

The next meeting will be held on 25-26 January 2017 at Police Federation HQ, Leatherhead, Surrey.

FUTURE MEETING DATES IN 2017 – TIMINGS TO BE CONFIRMED

LUNCH

13:00

This page is intentionally
left blank

Chief Constables' Council Minutes

Wednesday 13 – Thursday 14 July 2016
Merton College, Oxford

Security classification:	Official
Disclosable under FOIA 2000:	Open session
Author:	Shelley Perera
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

RESTRICTED

CC David Shaw
CC David Thompson
T/CC Dee Collins
CC Mike Veale
CC Paul Crowther
CC Alex Marshall
Andy Ward
Lynne Owens
ACC Chris Shead
Colonel David Neal

West Mercia
West Midlands
West Yorkshire
Wiltshire
BTP
College of Policing
Merseyside
Director General, NCA
NPoCC Strategic Lead
Royal Military Police

In attendance for specific items

Dame Anne Owers
Matthew Syed
Gill Scott-Moore

IPCC
Matthew Syed Company
Police Dependents' Trust

In attendance

Supt. Tim Metcalfe
Insp. Ben Gasson
Nicole Higgins
Georgina Wade
Nicola Growcott
Luke Mackenzie
Sherry Traquair
Oliver Cattermole
Rachel Tuffin

NPCC Chief of Staff
NPCC Staff Officer
NPCC Strategic Planning and Risk Manager
NPCC Public Relations Officer
NPCC Communications Manager
NPCC Business Support Officer
NPCC FOI and Decision Maker
College of Policing Chief of Staff
College of Policing

14 July Attendees

CC Sara Thornton
CC Andy Marsh
CC Jon Boutcher
DCC Alan Baldwin
CC Simon Byrne
Commissioner Ian Dyson
CC Iain Spittal
DCC Peter Goodman
CC Debbie Simpson
CC Michael Barton
DCC Stephen Watson
CC Simon Prince
CC Suzette Davenport
CC Ian Pilling
CC Jeff Farrar
DCC Sara Glen
CC Andy Bliss
DCC Garry Forsyth
CC Steve Finnigan
CC Simon Cole
DCC Gary Knighton
CC Andy Cooke
AC Mark Rowley
AC Helen King
CC Simon Bailey
CC Simon Edens
CC Steve Ashman
CC Mark Polin
T/CC Tim Madgwick

NPCC Chair
Avon and Somerset
Bedfordshire
Cambridgeshire
Cheshire
City of London
Cleveland
Derbyshire
Dorset
Durham
Durham
Dyfed Powys
Gloucestershire
Greater Manchester
Gwent
Hampshire
Hertfordshire
Humberside
Lancashire
Leicestershire
Lincolnshire
Merseyside
Metropolitan Police Service
Metropolitan Police Service
Norfolk
Northamptonshire
Northumbria
North Wales
North Yorkshire

RESTRICTED

T/CC Sue Fish
CC Peter Vaughan
T/CC Dave Jones
CC Jane Sawyers
DCC Steve Jupp
CC Giles York
CC Francis Habgood
CC Martin Jelley
CC David Thompson
T/CC Dee Collins
CC Mike Veale
CC Paul Crowther
CC Alex Marshall
Lynne Owens
Mike Griffiths
Philip Gormley
ACC Chris Shead
Colonel David Neal

In attendance for specific items

Sir Robert Francis QC
David Lamberti
Yvette Bosworth
Chris Sims
Andrew Newsham

In attendance

Supt. Tim Metcalfe
Insp. Ben Gasson
Georgina Wade
Luke Mackenzie
Sherry Traquair
Rachel Tuffin

Nottinghamshire
South Wales
South Yorkshire
Staffordshire
Suffolk
Sussex
Thames Valley
Warwickshire
West Midlands
West Yorkshire
Wiltshire
BTP
College of Policing
Director General, NCA
Civil Nuclear Constabulary
Police Scotland
NPoCC Strategic Lead
Royal Military Police

Home Office
Home Office
Senior Advisor, Specialist Capabilities
PWC

NPCC Chief of Staff
NPCC Staff Officer
NPCC Public Affairs Officer
NPCC Business Support Officer
NPCC FOI and Decision Maker
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.

RESTRICTED

- 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.

RESTRICTED

- 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 officers.
 - 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.

RESTRICTED

- 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 Schengen 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

4.1.5 MP Security Update

4.1.5.1 The Chair identified two further areas to be raised under this section:

4.1.5.2 Letter from Mike Penning on Leveson Recommendations 76 and 80

4.1.5.3 Recommendation 76 relates to the recording of contact with media, which is part of the ongoing consultation process of the College Authorised Professional Practice (APP).

4.1.5.4 Recommendation 80 relates to ACPO employment within or by the media. Both the NPCC and CPOSA have written to colleagues suggesting that no action is taken in response to this recommendation at this stage. CPOSA have written to the Policing Minister to ask him to pause the proposed activity and that a scheme like this would need to be subject to negotiation with the staff associations.

4.1.5.5 The letter is under consideration and a response should be received shortly.

4.3.7 Operation Stovewood

4.3.7.1 *****S23

4.3.7.2 *****S23

4.3.7. *****S23

4.3.7.4 *****S23

4.3.7.5 *****S23

4.3.7.6*****S23

4.3.7.7 *****S23

4.3.7.8 *****S23

4.3.7.9 *****S23

4.3.10 Review of the Authorisation of Officers to Carry Conducted Energy Devices (CEDs)

CC Alex Marshall provided an overview of the debate which took place at the January CCC relating to whether CEDs could be given to probationers within their first two years of service. National guidance specifies that this should not be allowed because the judgement and experience of a probationer may not be suitable for carrying this type of device.

After reviewing the issue the College of Policing recommends that the current policy is retained.

CEDs are unusual as they are outside of the standard remit of guidance setting by the College because the licensing arrangement for CEDs comes from the Home Office, who look to the College for the standards for usage. CC Alex Marshall needs to check with the Home Office as to how they regard the College's guidance in terms of the legal position for license. If they only regard it as national guidance but that Chiefs are operationally independent, then Chiefs can operate outside of the guidance and retain their license. If the Home Office find the national guidance compelling and they insist on adhering to the national guidance in issuing Chiefs with their license to operate the devices, then the College recommends that Chiefs do not operate outside of the guidance as Chiefs will then lose their license.

Action: CC Alex Marshall to establish with the Home Office what the legal licensing arrangement is in relation to the College's standards and guidance.

It was noted that the changing nature of the workforce meant that for many forces retaining the current national guidance might hinder their ability to operate effectively.

It was confirmed by CC Alex Marshall that the correct mechanism for debating this issue would be at Professional Committee, followed by a decision by the Board.

Decision: Council does not support the current position.

Action: In light of changing circumstances, for operational reasons Council would like the College to reconsider the current standard and for this to be discussed at the Professional Committee.

9. RECOMMENDATION 2 LEADERSHIP REVIEW

- 9.1 CC Francis Habgood provided an overview of the origins of the paper and referred to four strands of work which had previously been discussed at Council Meetings in January and April 2016.
- 9.2 The first strand of work looked at the five tier model. Work has been undertaken to look at what activities would be undertaken in each of the core levels, how they would be described and the competencies required.
- 9.3 The second piece of work was undertaken by the College on advanced practitioners. The consultation has now been published and Chiefs were encouraged to participate in the consultation exercise.
- 9.4 The third piece of work relates to socialising the model. The model has been taken to nine forces and applied to different parts of the organisation to evaluate how it works on the ground.
- 9.5 The fourth piece of work is to consider how the five levels relate to pay and reward using the evidence developed through the first three strands.
- 9.6 Workshops have been held to brief force representatives about the on the model and the implications and opportunities.
- 9.7 The findings indicate that there is no propelling case to remove any rank at this particular point. The most significant piece of work at the moment is to look at organisational design. This is not just about police officers but also includes police staff and volunteers.
- 9.8 CC Habgood shared his concern of losing momentum with this work and expressed his view that work now needs to be pushed forward on cultural thinking. Examples from across the country could be used to consider organisational design and undertake work on toolkits etc. helping each

other to understand what this looks like. The 5 tier model defines the framework to all processes. The College will be designing a framework based on the 5 levels not on a rank structure.

9.9 The following observations were noted:

- AC Helen King shared the view of Commissioner Bernard Hogan-Howe and his aim to remove two ranks within the MPS. AC Helen King raised the issue of ranks dictated by legislation and queried whether there is an opportunity to approach government providing evidence of the need for legislative change based on the changing landscape?
- CC Francis Habgood agreed that there is an argument based on evidence that would enable us to demonstrate to the government the level at which our people are operating, the level of power that the government places upon them and therefore the level at which that power legitimately falls within an organisation.

9.10 The testing of this point with government needs to take place.

- CC Debbie Simpson tested the levels in local policing and the pilot is ongoing. It is difficult to disassociate the paper with dissolution of rank. A script would be of benefit when working to implement the five tier approach as the simple solution is to see it as purely the removal of two ranks as opposed to taking a more complex approach.
- CC Alex Wood agreed that the principle of five levels is easier to sign up to and makes more sense than the removal of ranks.
- CC Alex Marshall agreed that the proposal is intelligent and sophisticated. If based on genuine organisational design and thinking about using five levels with some intermediate responsibilities, then it could be a good long-term solution. The risk is that this could lead to inconsistency across the forces.
- In addition, the technical issue of who sets the rank structure was raised. The Bill passing through Parliament at the moment states that the Home Secretary will set the ranks of constable and chief constable and the College will set the rank structure between those two. A recommendation of a five tier approach and no reduction in the rank structure means that there is no longer a proposal that the College can take back to the Home Office and the College Board. This raises the risk of losing momentum and potentially not achieving a cultural change that would have been signalled by a change in the rank structure.
- The issue of benefit as opposed to tokenism was raised. Implementation of the five levels might deliver 60-70% of the benefits now with the view that at some point in the future the rank structure might whither but it is important that we do not lead with that. We must lead with the argument about the benefit to the organisation in improving communication, leadership at all levels and making the service less hierarchical.
- The MPS are running a pilot designed with only one rank between a sergeant and a superintendent. This fits with the five level model.
- CC Dave Jones queried point 3.1 “... the working group concluded that there is no current compelling case or evidence base in policing to support changes to the rank structure.” It was maintained that there is an evidence base and it is found in other organisations in terms of delayering but it is whether the evidence is seen as compelling in order to change the rank. In

addition, there is evidence in the private sector that could be cross-referenced to the police service.

Decision: Council agreed the position with a change to point 3.1 which will be amended to read "...the working group has concluded that 'at this time' there is no current compelling case or evidence base...".

Action: CC Francis Habgood to amend point 3.1 to read "...the working group has concluded that 'at this time' there is no current compelling case or evidence base...".

13. UNDERCOVER POLICING PUBLIC INQUIRY UPDATE

The Chair invited Andy Ward to speak to the first paper.

- 13.1 Andy Ward warned against devolving decisions to legal teams and that they should not be allowed to make decisions in isolation from an operational context.
- 13.2 Some forces have appointed their own legal counsel. If this is going to work it has got to be co-ordinated across all forces, the MPS and the*****S23.
- 13.3 AC Helen King reinforced Andy Ward's views and identified two objectives, which will demonstrate success two or three years on:
 - if under cover policing is still a feasible tactic to use.
 - to come out of the inquiry with policing generally being seen to have worked with the inquiry in a way which is honourable and not seeking to defend its own position.
- 13.4 Chiefs were advised to ensure that they are sighted on their submissions before they are submitted.
- 13.5 The Chair raised two issues. Firstly, attention was directed to the letter previously shared with chiefs, from the Minister to CC Mark Polin on misconduct and pension forfeiture. Chiefs were informed that this issue may have now been addressed through political agreement.
- 13.6 The Chair referred Chiefs to paragraph 3.12 of the Update Paper and informed Chiefs that a difficult decision had been made to change counsel and the NPCC is now instructing Sir Robert Francis QC.
- 13.7 AC Helen King provided an overview of what is happening in the inquiry and an overview of the paper, describing the links between the different units. AC King reinforced to all Chiefs that this inquiry will touch all forces.
- 13.8 A summary of the recommendations was presented.

Decision: Council agreed all of the seven recommendations.

14. CYBER CRIME: NATIONAL CO-ORDINATION AND CAPACITY PLANNING

- 14.1. Lynne Owens introduced the paper and handed over to DCC Peter Goodman.

- 14.2 – 14.3*****S23.

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

20.1 National Policing Counter-Terrorism Strategy

20.1.1 AC Mark Rowley gave an overview of the paper which links with Prevent and local policing. Attention was drawn to the performance measures and the fact that the strategy reflects the savings plan in accordance with the spending review.

Decision: The Strategy was supported by Council.

20.2 Armed Policing Uplift Programme Update

20.2.1 AC Mark Rowley provided an update on the actions from the April CCC and progress to date.

20.2.2 Attention was drawn to section 4.4, cross border deployments and specifically the five principles recommended for implementation.

20.2.3 The following items were discussed:

- Recognition of local threat levels around violence and individual response to local violence.
- Liaison with the Office for Security and Counter-Terrorism (OSCT) and HMIC on the inspection process.
- The uplift and location of armed response vehicles and the link with the mobilisation plan.
- The need for a starting set of assumptions for Force Incident Managers to work with and flex around before more information becomes available.
- The language used within the paper.

Decision: Recommendation 1: The contents of the paper were noted.

Decision: Recommendation 2: The principles detailed at 4.4 for immediate mobilisation on the declaration of a Marauding Terrorist Firearms Attack (MTFA) incident were agreed.

20.3 Special Branch Review

20.3.1 AC Mark Rowley gave an overview of the aim of the paper which is to join up work which is variable across the country. Attention was drawn to the national IT system being rolled out across the country which will provide opportunities for efficiency. Assurance was given that if models are found which provide greater efficiency then those efficiencies fall with the forces and not with CT generally.

Decision: Recommendation 1: The contents of the paper were noted.

21 BEST USE OF STOP AND SEARCH

21.1 CC Suzette Davenport provided an overview of the paper.

RESTRICTED

21.2 Council was requested to note a change to the date at which the data gathering will commence. This will take place in September 2016.

21.3 Council will be provided with another update at Council in October.

Decision: Council agreed the proposal for the section 163 pilot.

23.2 Section 60AA Criminal Justice and Public Order Act 1994 – Removal of face coverings

23.2.1 The Policing Minister requested that DCC Adrian Hanstock raise this matter with Chief Constables' Council to inform Chiefs who may experience 'masked' protests in their force area of these emerging concerns and signpost the review work being led by ACC Paul Netherton.

Action: NPCC to place the letter from DCC Adrian Hanstock, relating to Section 60AA Criminal Justice and Public Order Act 1994 – Removal of face coverings, on ChiefsNet.

23.3 Pensions

23.3.1 CC Dave Thompson provided an overview of a Pensions paper, which had not been circulated, to Council. The recommendation within the paper included a request for £100,000 per year for two years. This would enable the police service to look at whether we should be consolidating police pensions in the future.

Decision: Council agreed the recommendation.

24 ANY OTHER BUSINESS

24.1 Operation Kenova Investigation

24.1.1 CC Jon Boucher informed chiefs that they would shortly be receiving a letter from him on his intention to use retired police officers within the investigation.

24.2 Operation Stovewood

24.2.1 *****S23

DATE OF NEXT MEETING

The next meeting will be held on 12-13 October 2016 at *****S23

FUTURE MEETING DATES IN 2016/17 – TIMINGS TO BE CONFIRMED

*****S31 & S24

*****S31 & S24

This page is intentionally
left blank

Date of Council	Paper Title	Item Number	Action Description	Action by Date	Action Owner	Allocated To	Status	Progress	Date Closed	Supporting Evidence
13-Jul-16	Matters Arising	3.2	Paper to be brought to Council in October 2016 on Public Order Mounted Branch.	21-Sep-16	CC Alec Wood	CC Alec Wood	Closed	Paper is being signed of by the OCC and will be submitted to the October Council meeting	08-Sep-16	See OCC update e-mail dated 2 September
13-Jul-16	Matters Arising	3.2	Invitation to be extended to Sir Tom Winsor to attend Council in October if his attendance is congruent with the October agenda.	26-Sep-16	CC Sara Thornton	Shelley Perera	Open	Invite will be sent to Tom Winsor to attend the January 2017 meeting		
13-Jul-16	Matters Arising	3.2	Paper to be brought to Council in October on the Strategic Policing Requirement (SPR).	21-Sep-16	CC Peter Vaughan	CC Peter Vaughan	Closed	A paper will be submitted with NPoCC to the October Council meeting	16-Sep-16	see e-mail update from CC Vaughan office on 16 September
13-Jul-16	Chair's Update	4.1.2	Paper to be brought to Council in October providing a thorough appraisal of activity against the Delivery Plan.	05-Oct-16	CC Sara Thornton	Nicole Higgins	Closed	All responses for Q2 have been collated and will be incorporated into paper with the outlined appraisal will be submitted to October Council meeting	30/09/2016	
13-Jul-16	MP Security Update	4.1.4	Contact to be made with local MPs in August when they are in recess to ensure that they feel reassured and secure.	31-Aug-16	All Chief Constables	All Chief Constables	Closed	A number of Chiefs have made contact with their respective MPs to discuss options for security	01-Sep-16	Update from a number of Chiefs confirming this
13-Jul-16	MP Security Update	4.1.4.2	CC Mike Barton to request all colleagues interested in work relating to targeting online abuse, including the College of Policing, work with him to ensure a co-ordinated response. Contact to be made with the CPS and links to be made with Simon Cole and the local policing portfolio.	26-Sep-16	CC Mike Barton	CC Mike Barton	Closed	CC Bailey has written to all CC's updating them on the position of the IPCC	07-Sep-16	e-mail from CC Barton Office on 7 September 2016
13-Jul-16	College of Policing Professional Committee Update	4.2.1	Circulate an updated Professional Committee paper.	31-Aug-16	CC Alex Marshall	Faye Bosworth	Closed	An updated version of the minutes were circulated to all chiefs on the 7 September by the NPCC office	07-Sep-16	NPCC Central office circulated via e-mail
13-Jul-16	College of Policing Professional Committee Update	4.2.9	Revisit the current rules on whether PCSOs could be Councillors.	26-Sep-16	CC Alex Marshall	CC Alex Marshall	Open	RH Sent request for update on 1 Sept and 26 Sept		
13-Jul-16	Regional Papers	4.3	All Chief Constables to provide CC Simon Cole with the names of their regional NUMS representatives.	26-Sep-16	All Chief Constables	All Chief Constables	Closed	The majority of forces have responded to CC Cole to provide contact details for their respective NUMS reps	26/09/2016	e-mail from CC Cole Office on 26 September 2016
13-Jul-16	Regional Papers	4.3	DCC Peter Goodman to liaise with CC Debbie Simpson and CC Steve Kavanagh to ensure that they have de-conflicted on the overlap with existing digial investigation and intelligence and forensics work, particularly in relation to the forensic hub.	26-Sep-16	DCC Peter Goodman	DCC Peter Goodman	Open	RH Sent request for update on 1 Sept & 26 Sept		

RESTRICTED

13-Jul-16	Regional Papers	4.3	Consideration to be given to developing a process to ensure that authors of bids have an opportunity to discuss their bids with Chief Constables prior to submission to the PRTB.	26-Sep-16	CC Sara Thornton	Supt Tim Metcalfe	Open	A verbal update will be given in the October Council meeting		
13-Jul-16	Operation Stovewood	4.3.7.9	Lynne Owens to reframe the objective within the paper to ensure that the focus is on the live protection of victims.	26-Sep-16	Lynne Owens	Lynne Owens	Open	RH Sent request for update on 1 Sept & 26 Sept		
13-Jul-16	Review of the Authorisation of Officers to Carry Conducted Energy Devices (CEDs)	4.3.10	CC Alex Marshall to establish with the Home Office what the legal licensing arrangement is in relation to the College's standards and guidance.	26-Sep-16	CC Alex Marshall	CC Alex Marshall	Open	As it stands the Home Secretary grants a licence to Chief Constables to issue CED based on a system of scientific and medical approval with appropriate training and monitoring processes in place. It is the view of the Home Office that changes to the criteria for the issues of CED would constitute a change to the system and require Home Secretary approval. It is the view of the College that changes to the authorisation criteria would need the support of the Home Office and Home Secretary so would be sought before any changes were implemented.		See ACC Richard Bennett e-mail update received on 2 September
13-Jul-16	Review of the Authorisation of Officers to Carry Conducted Energy Devices (CEDs)	4.3.10	In light of changing circumstances, for operational reasons Council would like the College to reconsider the current standard and for this to be discussed at the Professional Committee.	26-Sep-16	CC Alex Marshall	CC Alex Marshall	Closed	This item was discussed at the 1 September Professional Committee	08-Sep-16	Update received from ACC Richard Bennett on 2 September
13-Jul-16	A View from the Independent Policde Complaints Commission (IPCC)	5	The IPCC will work with CC Martin Jelley to examining a closed case, particularly looking at severity assessments.	26-Sep-16	CC Martin Jelley	CC Martin Jelley	Closed	Meeting has been arranged with Dame Owers for the 5 October	26/09/2016	See e-mail update from CC Jelley on 2 September
13-Jul-16	A View from the Independent Policde Complaints Commission (IPCC)	5	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	26-Sep-16	CC Simon Bailey	CC Simon Bailey	Closed	CC Bailey has written to all CC's updating them on the position	08-Sep-16	See CC Bailey e-mail update dated 2 September

RESTRICTED

13-Jul-16	A View from the Independent Policde Complaints Commission (IPCC)	5	CC Giles 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.	26-Sep-16	CC Giles York	CC Giles York	Closed	A letter was sent to Dame Anne on the 26 September outling thoughts related to rec 1 of the review	26-Sep-16	See copy of letter saved in CCC October folder
13-Jul-16	Discussion on Leadership Culture and the way Forward	8.1	To develop thinking on further developing leadership culture with a small group. Those interested in volunteering to support should contact CC Thornton	26-Sep-16	CC Sara Thornton	Tim Metcalfe	Closed	A group has been organised and set up from the 8 August 16 onwards	26/09/2016	
13-Jul-16	Recommendation 2: Leadership Review	9	An amendment to be made to point 3.1 to read "...the working group has concluded that 'at this time' there is no current compelling case or evidence base..."	26-Sep-16	CC Francis Habgood	CC Francis Habgood	Closed	The amendment was made within the paper and re-published in the Council folder on ChiefsNet	08-Sep-16	e-mail received from CC Habgood on 2 September 2016
13-Jul-16	Brexit and Policing	12	Each Co-ordination Committee Chair to circulate a one-page brief on the implications of the impact of Brexit for October CCC and provide interim updates.	21-Sep-16	All Co-ordination Committee Chairs	All Co-ordination Committee Chairs	Open	A request has been sent to all coordination committee staff officers on 26 September.		
13-Jul-16	Brexit and Policing	12	Brexit and Policing to be a standing item on the Council agenda.	26-Sep-16	CC Sara Thornton	Shelley Perera	Closed	The item has been tabled for the October Council meeting and will continue to be on the agenda going forward for 2017	26/09/2016	
14-Jul-16	Citizens in Policing Strategy 2016-2019	18	ACC Chris Shead to be alert to issues relating to Specials not wishing to be on the mobilisation register.	26-Sep-16	ACC Chris Shead	ACC Chris Shead	Closed	NPoCC is currently in consultation with the NPCC leads for specials and are reviewing if the duty sheet systems from forces who wish to be on the mobilisation register can be connected to Mercury.	26/09/2016	
14-Jul-16	Any Other Business - Bail	23.1	Letter to be written to the Home Secretary.	26-Sep-16	CC Alex Marshall CC Simon Byrne	CC Alex Marshall CC Simon Byrne	Closed	Letter and report was sent to the Home Secretary on W/C 12 October 16	26/09/2016	
14-Jul-16	Any Other Business - Section 60AA Criminal Justice and Public Order Act 1994 – Removal of face coverings	23.2	NPCC to place the letter from DCC Adrian Hanstock, relating to Section 60AA Criminal Justice and Public Order Act 1994 – Removal of face coverings, on ChiefsNet.	26-Sep-16	CC Sara Thornton	Richard Hampson	Closed	Update published via ChiefsNet to all chiefs	25-Aug-16	

RESTRICTED

This page is intentionally
left blank

Chief Constables' Council

Pre-Charge Bail Update

12 / 13 October 2016 /Agenda item: 3.2

Verbal update by CC Simon Byrne

This page is intentionally
left blank

Targeting On-Line Abuse Update

12 / 13 October 2016 /Agenda item: 3.3

Verbal update by CC Mike Barton

This page is intentionally
left blank

Progress with Police Dependents' Trust

12 / 13 October 2016 /Agenda item: 3.4

Verbal update by CC Giles York

This page is intentionally
left blank

Chair's Update

12 / 13 October 2016 /Agenda item: 4.1

Verbal update by CC Sara Thornton

This page is intentionally
left blank

Update on College of Policing September 2016 Professional Committee Meeting

12 October 2016 /Agenda item 4.2

Security classification: Official
Disclosable under FOIA 2000: Yes
Author: Harbinder Dhaliwal
Force/organisation: College of Policing
Date created: 21st September 2016
Coordination Committee:
Portfolio:
Attachments @ paragraphs: None

1. INTRODUCTION/PURPOSE

- 1.1 This paper provides a summary of discussions and decisions made at the last Professional Committee meeting held on 1st September and provides an overview of current College activity.

2. SUMMARY OF COLLEGE OF POLICING SEPTEMBER 2016 PROFESSIONAL COMMITTEE MEETING

Update from the IPCC (Lesley Longstone)

- 2.1 The Committee received an overview of the proposed changes to the IPCC's role, and discussed ways in which it can work with the College. The Chair emphasised that the College is keen to make use of the learning gathered by the IPCC so that it can build this into its evidence base, and in some instances this is beginning to happen.
- 2.2 Members discussed the possible implications of the provisions within the Policing and Crime Bill of the IPCC investigating chief officers, its role in whistle blowing cases and acting as prosecutor under exceptional circumstances. It was agreed that the IPCC's policy on naming those under investigation to the media would be circulated to members once it has been signed off by the Commission.

National Guidance on Appearance Standards (Simon Cole)

- 2.3 Members were invited to debate the need for national standards on appearance and recommend what role, if any, the College should have in developing guidance in this area. The case for having national standards included greater efficiency, particularly around procurement. The Federation suggested that variations in force approaches to issues such as tattoos was impacting on the ability of officers to move jobs between forces and was potentially a barrier to good candidates joining the service.
- 2.4 CC Thornton emphasised that Home Office guidance in this area was already available but the issue was one around forces choosing to interpret it in different ways. She argued that further guidance and/or standards would not necessarily help to resolve this. She also questioned the extent to which this issue was a priority for the College compared to other important areas requiring national resource.
- 2.5 The Chair indicated that there was a need to better understand public perceptions on appearance. Evidence in this area is limited and he felt the work being undertaken by the Federation to survey the public would provide valuable insights. The Committee agreed that the Chair of the Local Policing NPCC Coordination Committee should lead and coordinate work in this area rather than the College.

Professional Development Programme Update (Sam Peach)

- 2.6 Members were updated on the College's Professional Development Programme and given an overview of all the different elements of the College's work in this area (PDRs, Assessing and Recognition of Competence, National Police Promotions

[RETURN TO CONTENTS/AGENDA](#)

RESTRICTED

Framework and the Police Professional Framework (PPF)). The overall programme is aimed at supporting individuals to take personal responsibility for their own professional development. The proposed model is based on a move away from traditional class based learning and involves a 70:20:10 approach with the largest area of focus being on experiential, on the job, learning; followed by a social element which could include activities such as coaching and mentoring; and a final 10% involving more formal training opportunities.

- 2.7 Members felt that the programme needed wider consultation to engage all levels of the service and that the mechanisms to support the 70/20/10 model with regard to incentivising and accrediting staff needed clarifying. Members were also updated on the College's Values and Competency Framework which will underpin national selection processes; and the College's successful bid to the Police Transformation Fund to develop a revised PPF. CC Thornton emphasised that the new assessment process and wider proposals needed to be communicated in a clear and simple way, and not appear too complex or only relevant to HR and learning professionals.

- 2.8 Members were subsequently asked to approve the professional development equality impact assessment and the PDR standard as a minimum requirement for adoption by all forces. These were approved, subject to comments that will be submitted by the Police Federation on the professional development EIA.

Chief Officer Appointments (Louise Meade)

- 2.9 Members were updated on the findings of the Chief Officer Appointments Survey. There was broad agreement that urgent action needed to be taken to address the shortfall of suitable candidates at this level. Lowering the standard or potentially widening the eligibility criteria was put forward as one option.

- 2.10 Members discussed the possible recruitment of chief officers from other countries, joint fire and police chief officer roles and other potential direct entry routes. They talked about a range of inhibitors for applicants including, relocation issues for families, requirements to have served in another force and difficulties in understanding potential tax and pensions implications. Members agreed the need for a coherent work plan led by the Oversight Board, with a report back to the Committee in due course.

Review of Officers Carrying Conducted Energy Devices (Richard Bennett)

- 2.11 The Committee was invited to consider and endorse the College's proposed approach to a request from Chief Constables' Council to review guidance that requires an officer to have passed their probation before they can be considered for the training and issue of conductive energy devices. Following discussions, members supported the College's approach to firstly, consult forces to establish the extent to which there is an operational requirement to change CED deployment models. Secondly, to work with forces to develop and evaluate an alternative approach to the assessment and training of CED officers.

Domestic Abuse Update (David Tucker)

- 2.12 Members noted the publication of several research projects addressing aspects of domestic abuse that are due to be published on 21st September to coincide with international peace day. The papers look at perpetrator programmes, first responder interventions, risk assessment and the effectiveness of the 'DA Matters' training programme. The risk assessment research provides evidence that a shorter risk assessment tool, focused on identifying the presence of coercive control, may be more effective in producing consistent information on the presence of risk. The College is designing a pilot process for a small number of forces to trial this.

Pre Charge Bail (David Tucker)

- 2.13 Members were provided with a further update, following the July meeting, of the College's exploratory study into pre charge bail. In July, the Professional Committee requested that the College CEO write to inform the Home Secretary of the pilot study findings, and also provide the Home Secretary with a summary of the issues raised by the Committee. This letter was drafted in consultation with the Superintendents' Association and sent w/c 22 August, with the report published the following week.

- 2.14 The College is undertaking preparatory work to support policing implement the legislative proposals. This includes working with the national lead to hold a workshop in September and a national event in October.

Policing and Mental Health (Michael Brown)

- 2.15 The Committee was updated on current work on policing and mental health, including changes to the APP and training that is now available to forces. Members discussed the challenges of collaborative working and the fact that local level partners did not always operate in ways set out in APP or wider codes of practice. Some forces have questioned the time

RESTRICTED

and resources available to deliver mental health training. Members commended the College's work in this area but expressed concern that the secondment for the College's mental health lead was coming to an end given a significant amount of work is still required in this area.

Item 10a and 10b: College Business and Chief Constables' Council Update

- 2.16 Members were updated on discussions from the College's Coordination and Delivery Group meeting in June and from the July Chief Constables' Council meeting.

Any Other Business

- 2.17 Members were informed on the upcoming College Conference that is being held on 30th November and invited to attend. The theme of this year's conference is vulnerability.

3 COLLEGE BUSINESS UPDATE

Crime and Criminal Justice Faculty

- 3.1 The Faculty released 7 research reports relating to domestic abuse on 20th September. We will be piloting a revised risk assessment process for first responders in three forces. The pilot is intended to test whether a risk assessment tool can be more effective at identifying coercive and controlling behaviour and whether, by doing so, officers are able to be more accurate with their risk assessment. Forces not engaged in the pilot should not change their risk assessment processes now. Missing Persons APP feedback has been collated following consultation and the revised APP is passing through College quality assurance processes and will be published shortly.
- 3.2 A PIP planning workshop has taken place where more defined timescales for some of the deliverables was discussed, the programme will now be looking to end in August 2017. A PIP 3 options paper has been approved for further development, including a foundation pilot in Jan 2017.
- 3.3 Good progress is being made on the development of training modules for the Intelligence Professionalisation Programme, with the completion of the introduction module pilot and work on intelligence career pathways beginning. The Undercover Policing project is launching the 'undercover online only' programme at the end of October. This will enable officers and staff who do not intend to operate in person to be undercover officers online.
- 3.4 The College has published its exploratory study into pre charge bail that raises concerns about the 28 day limit for pre-charge bail (i.e. that the proposed bail framework will not be effective in achieving the certainty sought for suspects and victims.)

Uniformed Policing Faculty

- 3.5 Feedback from the stop and search train the trainer events has now been reviewed and edits to the training material & learning standards is underway. Final changes to the APP have been made and material was circulated to Professional Committee members for approval outside of their regular meetings. Planning is taking place for the public launch of the APP to maximize the impact both within and outside of the service.
- 3.6 Training materials on mental health have now been developed. The eLearning is live and the classroom materials were released to coincide with the Train the Trainer events in July. The APP is complete and has been published on the secure APP site so that it can be accessed by force trainers. The remaining section on suicide prevention is has been subject to public consultation and should be included in the release of the MH APP. Planning is taking place for the public launch of the APP and training materials on the 10th October to coincide with World Mental Health day.
- 3.7 Early work has begun on the revision of the APP on Disaster Victim Identification.
- 3.8 The APP on Armed Policing Post Incident Procedures is also close to completion and the College is currently planning the approach to publication on the APP website and notification of key stakeholders.

Professional Development and Integrity Faculty

- 3.9 The vast majority of the Integrity Programme deliverables have now been achieved and as part of the College's broader work on Integrity, the impact of the Policing and Crime Bill in respect to the Barred List is being scoped. The Indicative Sanctions Guidance is undergoing legal review, after which the public consultation will begin.

RESTRICTED

3.10 The Valuing Difference & Inclusion Strategy consultation closed on 8 August and included feedback from a wide range of stakeholders across the service. Some of the issues raised included the need to ensure realistic timeframes and appropriate resources to support delivery. There were also some suggestions that the strategy should be broader than just following traditional protected characteristics. Feedback will inform a revised strategy and a final document will be ready by October.

3.11 The 2016 Direct Entry (DE) cohort will be made up of 9 new DE superintendents across 8 forces and 18 new DE inspectors from 6 forces. This means that there are now 16 forces who have or are taking on officers through DE. Planning for the 2017 campaign has started and the College is currently undertaking work to enable serving officers to benefit from new perspectives and skills by creating secondment opportunities with non-policing organisations from all sectors. Support from Chiefs to reassure and encourage officers to take up these opportunities when they come up would be welcome.

Organisational Development and International Faculty

3.12 A Policing Transformation Leads network has been established comprising individuals from across forces and PCCs to support transformational and organisational change across the service. The next Transformation Roundtable event will be held on 1 November 2016 in Ryton.

3.13 The Report of the Independent Peer Review of Royalty and VIP Protection was delivered to the Permanent Secretary for the Home Office on 31 July and considered at a Home Office executive committee on 13 September. The new approach to peer support that was approved by the Professional Committee in July is now being developed and the potential for a Transformation Fund bid is being explored.

Knowledge, Research and Practice

3.14 The What Works Centre for Crime Reduction Independent Evaluation report for Year 2 was published. The WWC Independent Evaluation Year 3 survey is ready for dissemination which will explore awareness and use of the WWCCR, as well as the extent to which research evidence is being used to inform practice and decision making.

3.15 A new systematic review has been published on mediation, mentoring and peer support to reduce youth violence. A total of 10 Evidence Masterclasses have been delivered and a further 6 Research Surgeries have been delivered within July. The membership survey was launched with interim findings expected by the end of September, with an option to extend the survey deadline to maximise the response rate if applicable.

Delivery Services

3.16 The College has been undertaking a strategic review of its current training delivery. The purpose of the review is to ensure appropriate alignment of the College's resources behind its priorities of Knowledge, Education, Standards and Building the College. We want to be sure that where we deliver training it aligns with our overall purpose as the professional body for policing and will help to deliver our strategy. It has become apparent that too great a proportion of our resources are being used to offer training that forces can or already do themselves using our materials and standards. We are therefore considering which areas of our training to invest further in, where there is a requirement for highly specialised training against a national need, and where we should probably stop training as it is or could be well provided for in the national landscape.

3.17 We have received feedback from College colleagues, national policing leads and other key external stakeholders. The College Executive met to review this on 31st August and have put forward recommendations to the College Board to consider at their meeting on 28th September 2016. Once the Board have made decisions we will then communicate these to all Chief Constables and other stakeholders.

4 DECISIONS REQUIRED

4.1 Council members are invited to note the outcomes and decisions arising from the College's 1st September Professional Committee meeting and the update on current College business, set out in the paper.

Alex Marshall
Chief Constable

4.3 REGIONAL PAPERS

WORKFORCE CO-ORDINATION COMMITTEE UPDATE

12/13th October 2016

Security classification: Restricted
Disclosable under FOIA 2000: Yes
Author: Luella Bubloz
Force/organisation: Sussex Police
Date created: 21 September 2016
Coordination Committee: Workforce
Portfolio:
Attachments @ paragraph:

(a) Pay and Conditions Portfolio Update

PRRB

The process continues as outlined previously. Funding has been obtained from the transformation fund to support a co-ordinators post over the next two PRRB submissions. The recruitment process has commenced. Key NPCC stakeholders and staff associations are also commencing the next PRRB submission with a meeting of all involved taking place at the end of the month.

Recommendation 2 Leadership Review.

It has been determined that there was no evidence base at this point for the removal of levels or ranks within the police service however, organisation design and the levels will continue to be looked at.

Limited Duties

Following the workshop in June and the earlier PAB, work is ongoing to review the guidance and determinations to make them clearer to use and to ensure that they reflect the correct intentions of this work.

Pensions

The national challenge to the changes to the police pension scheme have now been lodged in the Central Employment Tribunal, London. There are over 6500 claimants and it is hoped to consolidate all of the claims and identify possible test cases. The challenge follows similar claims by members of the judiciary and firefighters. Those cases are already progressing through the courts.

Handling of the claims are being co-ordinated by Hertfordshire Constabulary and a steering group (chaired by Francis Habgood / James Hurley) and a reference group (chaired by James Hurley) have been established. Costs for counsel and shared across all forces.

Work is ongoing and claims are continuing to be received.

CC Francis Habgood

(b) Wellbeing & Engagement and Organisational Development Portfolio Updates

Well Being & Engagement

What has been delivered / achieved to date?

- Agreed 100% sign up the Public Health England NICE approved Workplace Well Being Charter
- Conducted Regional 'getting started events' to support forces
- Worked with HMIC to include wellbeing in the PEEL inspection programme
- Negotiated funding from PHE to support the service's roll-out of the charter
- Established synergy with Welsh equivalent of the Charter via PHE

Where are we now?

- Forces are starting to work their way through the self-assessment
- Police Dependents Trust have established a '1 in 4' fund to incentivise innovation & research
- Commissioned a web resource with portals into Strategy, Delivery Plans, Research/innovation, Networks
- ACAS commissioned to provide certification (voluntary)

What do we want the future to look like?

- Police-specific self-assessment tailored to our needs
- Online presence to involve frontline and support quality standards
- National conference on PTSD early 2017

Organisational Development

There are 2 main pieces of work ongoing focused on peer review/support and collaboration/demand.

Where are we now?

Peer Review & Support

- A peer *review* capability & standards uplift has been agreed at Chiefs' Council and Professional Committee and is now being progressed with colleagues in the College and via the NPCC PMCC group.
- A proposal to establish a peer *support* gateway process for NPCC and CoP circulated with NPCC staff officer meeting to discuss on 28.10.16
- Work has commenced on the design of a peer review toolkit to be piloted early in 2017
- Linked into current review of monitoring process led by NPCC PMCC

Demand & Collaboration

- Police & Health National Consensus achieved a milestone of an agreed date for a national summit on 28/10/16 with OD priority areas of predicted demand, collaboration and workforce development.

What do we want the future to look like?

Peer Review & Support

- We have an evidence-based standard for conducting the initial phase of peer support allocated according to risk
- We have a well-coordinated gateway process to access the right peer support when needed
- We have a growing cadre of leaders who can conduct this phase
- We have a high quality qualification accessible as part of the CPD offer

Demand & Collaboration

RESTRICTED

- Establishment of a national police / NHS strategy board to propose a plan
- Development of research and 'what works' into practical guidance

DCC Andy Rhodes

(c) Professional Standards and Ethics Portfolio Update

The Professional Standards and Ethics Portfolio was taken over by Chief Constable Martin Jelley in late 2015, following the retirement of Chief Constable Jacqui Cheer. The portfolio also saw, in quick succession, the retirements of DCC Alan Goodwin (Complaints and Misconduct) and ACC Jo Byrne (CCAG) earlier this year. They have been replaced by DCC Craig Guildford and DCC Stephen Watson respectively. Whilst the portfolio has been in a period of transition, the new leads have continued to drive forward the work of their predecessors during a critical period for the business area. This year has seen the portfolio become more widely engaged with key stakeholders and we now hold a place at the table on the IPCC Stakeholder group, as well as forging close links to HMIC through their reference group and this autumn will see the first National Professional Standards and Ethics Portfolio conference to be held since 2013, being held in Stratford Upon Avon on 21st and 22nd November.

The below updates for each working group within the portfolio, address the following questions:

- What has been delivered / achieved to date?
- Where are we now?
- What do we want the future to look like?

Professional Ethics

What has been delivered / achieved to date?

- Identification of strategic and operational leads in each force area to assist in the wider embedding of the Code of Ethics
- Completion of ethics survey to identify local processes
- Identification of good local practices
- Polka Ethics community has been developed and successfully built on
- Ethics event and conferences to raise awareness including delivery to new PCCs, HPDS and direct entry officers

Where are we now?

- Regional leads are being identified that will meet and feed into a national ethics group
- Recent agreement between CC Spittal and CC Marshall for the College of Policing to take the lead in establishing a National Ethics Committee
- College to work with the Portfolio to support forces in delivering training around the Code of Ethics

What do we want the future to look like?

- An established National Ethics Committee
- Technology that will allow national discussion on ethical issues
- The creation of a forum for sharing of force ethics committee findings
- Ethics training to be available across all staff with bespoke training for senior leaders and members of ethics committees
- Defining assessment criteria in respect of Code of Ethics from HMIC

Police Vetting

What has been delivered / achieved to date?

- Working with the College of Policing to develop a Vetting Code of Practice for the police service, along with a wholesale review of vetting Authorised Professional Practice. This is currently with the Home Office, before being laid before Parliament

RESTRICTED

- Polka Community has been developed and built on and established as an essential resource for the sharing of information and development of best practice. It has encouraged good debate, professional curiosity and the challenge of practices and procedures
- Working with HMIC to define assessment criteria for forthcoming inspections
- Vetting forum was held earlier in the year which was very well attended and received by the community

Where are we now?

- Preparation for the implementation of the Code of Practice and the development of training / accreditation / qualification for vetting practitioners
- Working with HMIC in relation to the vetting status of HMIC associates and Staff
- Key stakeholder in UKSV Executive Customer Group, to shape new National Vetting Service
- Working with the CoP to define what vetting will look like for CC's from foreign jurisdictions.

What do we want the future to look like?

- That all members of the police service are vetted to a common minimum standard, renewed within recommended timescales, with clearance being fully portable across the service
- That the vetting community works closely with forces and HMIC to ensure that the Code of practice is fully embedded, understood and developed across the police service
- That good practice is identified and shared across the service, to ensure a consistent approach to vetting practices and decisions through working groups and forums

Counter Corruption Advisory Group

What has been delivered / achieved to date?

The action register shows that the group have initiated a total of 121 actions/pieces of work, 14 of which have been within the last financial year. A flavour of that work includes:

- Submission to the Home Office seeking a change in police regulations to allow hair samples for drug testing of officers and to allow with cause alcohol testing
- Improved APP for counter corruption, uploaded to POLKA along with promotion of POLKA as an investigative resource/networking tool
- National guidance circulated to improve consistency in approach to computer misuse/DPA charging standards
- Legal guidance circulated nationally in regard to journalistic privilege pertaining to social media use

In addition, during the last 12 months CCAG have continued to provide advice to forces on how best to support Counter Corruption through;

- The National Strategic Threat Assessment with the NCA
- Responding to HMIC Inspections
- Its work with the IPCC to develop a common understanding and definition of corruption
- The joint report into sexual predators
- Re-vamping the entire training programme with the College of Policing
- Developing advice on issues ranging from the use of Social Networking sites through to drug misuse
- Ensuring, as far as possible, that forces respond positively to the various HMIC Inspections and IPCC concerns
- Creating the NPCC approved Integrity Model, providing governance over forces' anti-corruption strategies and assists in the implementation of the Code of Ethics

Where are we now?

The portfolio is currently in a period of transition as a result of the retirement of ACC Byrne and the appointment of CC Watson as the new national lead. CC Watson's first national meeting took place at the College of Policing, Ryton on 21st July.

What do we want the future to look like?

The portfolio is striving for a national policing culture which inspires confidence in the victims and communities we serve, through adherence to the principles of the Code of Ethics and the Standards of Professional Behaviour.

Complaints and Misconduct Working Group

The Chief Officer lead for this workforce area changed from DCC Alan Goodwin to DCC Craig Guildford in April 2016.

What has been delivered / achieved to date?

- The National Working Group continued with its objective of contributing to the on-going regulatory and procedural reform, specifically the 2015 amendments to the Police (Misconduct) Regulations which introduced significant changes to the arrangements for police officer misconduct hearings. This included supporting the work being done by The College of Policing to produce guidance and reporting on outcomes in misconduct matters and 'whistleblowing' in the police service
- It maintained its tracking of and contribution to the consultation on the proposed reforms of the police complaints system, acting as a mouthpiece for the community of heads of Professional Standards and Appropriate Authorities
- It continued to enable IPCC transitional arrangements whereby the Commission took on a greater number of independent investigations and enlarged its areas of oversight. It challenged the IPCC on specific issues such as the timeliness of decisions around modes of investigation and the contentious aspect of post-incident procedures in which the Commission is seeking a prohibition to officers conferring before providing accounts. It collated force responses on the proposed revisions to the governance structure of the IPCC
- It debated and challenged proposed changes to Home Office Counting Rules relating to allegations of 'on-duty' criminality, offering argument in favour of and against which reflected both the implied integrity and fairness of the proposals
- It responded to the Victims' Commissioner's report on the handling of victims' complaints

Where are we now?

The new Working Group met on 21st July and amongst other subjects looked to address:

- Its relationship with the National Professional Standards and Ethics Portfolio
- Its membership and effective reach to the regions represented
- Progress of the relevant legislation within Part 2 of the Policing and Crime Bill 2016-17
- The impact of misconduct hearings in public and legally qualified chairs
- Fairness and proportionality in the assessment of misconduct for officers and staff with protected characteristics
- The continuing challenge to the IPCC in respect of timeliness of decision-making, the quality of investigations and consistency of findings, the increasing burden placed on PSDs by the uplift in the number of independent investigations and the impact of any changes to the post-incident procedures as agreed with the current central government
- The implications of the proposals to further reform the Police Regulations to extend the post-retirement period during which former officers can be investigated and taken to misconduct hearings
- Reviewing the relationship between misconduct and the grievance process

What do we want the future to look like?

- One of the main tasks of the working group will be to ensure that the police service has an effective voice in drawing up regulations and associated guidance across all aspects of the reforms to the complaints and misconduct landscape. It must play an active part in improving the transparency of the system and engendering public confidence by the demonstration of a will and ability to exercise candour, learn lessons and deal robustly and swiftly with those whose conduct, actions and performance lack integrity and be accountable
- Carrying out and commissioning specific pieces of work through interested and committed individuals drawn from the wider PSD community than sits on the working group, thus assuring better succession, continuity and development of those working in this field
- A professional accreditation programme for Heads of and senior decision-makers in Professional Standards Departments
- An improved standardisation of practice and processes amongst PSD's in England and Wales to ensure consistency of assessment and outcomes and contribute to the consistency of misconduct panel decisions
- A better understanding by stakeholders e.g. IPCC, HMIC, Home Office of how important and valuable consultation with the PSD community is in ensuring a fairer and more trusted system of dealing with complaints and misconduct
- A provision to the police service of support and guidance on wider service delivery from a professional standards and integrity perspective
- Increased opportunities to learn from existing and formative collaboration arrangements with a view to informing debate at regional level, identifying the benefits for the service, the public interest and the public purse

CC Martin Jelley

(d) Workforce of the Future Portfolio Update

Please see accompanying slide deck

DoHR Clare Davies

(e) Learning and Development Portfolio Update

Police Educational Qualification Framework

L&D Managers are engaged with the development of the New Police Education Standards and Qualification Educational Framework and are supporting the College as it digests national feedback which has been mixed and in places quite confrontational. In positive terms it will give a framework of accreditation for the many courses and studies that officers and staff undertake now.

The big challenges come in terms of raised standards necessary to meet accreditation and of course funding at a time of decreasing resources.

The College of Policing has concentrated on the initial phase of learning and links to core police rank structures and an initial framework is proposed with Police Constables earning a L6 (Honours degree) at the end of their 3 year initial learning phase. The proposal is for Superintendents then to have achieved a L7 Masters whilst Chief Officers once appointed will work towards a Doctorate.

Apprenticeships

The New Apprenticeship levy has been the subject of much work by the College and is linked to the PEQF in that for some ranks the Apprenticeship will be the core study framework which results in the degree.

The UK government will begin to collect the Levy from large employers at 0.5% of payroll in May 2017 after which employers will be able to draw down funding from the levy to pay for approved Apprenticeship programmes for their staff. In such Higher Level programmes the academic content is typically supplied from a Higher education establishment such as a university.

Forces are at vastly different levels of preparedness and a session on the 14th July was pivotal in mobilising effort in forces. Whilst there are many technical questions to still answer, there are also some big principles that forces will need to consider, e.g. will it be their strategy to be an apprenticeship provider or merely to work with an apprenticeship provider, noting that the money from government goes to the apprenticeship provider.

There is also some indication of the value of collaboration in this area, particularly when it comes to providing some content of the assessment process from force to force.

The College has achieved a great deal with its plan which may secure a large percentage of the funding necessary to support the academic provision of an Apprenticeship for new Police Constables. This apprenticeship would then be the vehicle which gives new PCs their degree at the end of their 3 year initial learning period.

The move to integrate the response to the Apprenticeship levy to meet the aims of the PEQF has been a good one and the recent publication by the College of the funding proposal is a great outcome. To secure 90% of the academic funding and 70% of the practical training costs in England for new Constables is better than we could have hoped for.

The position in Wales regarding Apprenticeship funding is materially different and quite a risk to policing. Welsh Government is not giving any assurance of any Apprenticeship funding for policing and there is a very real risk that not only will policing in Wales not receive funding but also that it will need to invest money that it has precious little of into meeting the Level 6 requirement of the PEQF initial phase. The “jaws” effect could be considerable. With the support of Sam Peach, I am working with the Home office and Police and Crime Commissioners to resolve this.

Professional Development Programme

The College has launched the PDP programme and each force should have a PDP champion at a senior level to monitor and support roll out.

The first key date is the 30th September from which all forces should have a Continuous professional development record embedded within their PDR process.

I am grateful to the College for having organised the conference on the 19th July. This has been aimed at tying together the raft of initiatives that form the PDP process and maximise the awareness and consistency across the service. I am sure this will go a long way to help forces understand the interconnectivity of assessing and recognition of competencies; continuing professional development; promotion frameworks and performance review.

The communication and roll out of the PDP has been supported in force by L&D managers. I think everything has been done to place forces in a position whereby they can be aware of what they need to do. There is much peer working cross force but I'd be surprised if across 43 forces there weren't some differences and so post September we will need to support active issues as they arise in implementation

Driver Training

We have now launched a new single driver training learning product to ensure that there is a consistent approach across all forces in training to meet the APP. Much consultation has been undertaken across the service to ensure that we have a single consistent product that meets the needs of all forces without being unduly onerous. This is now in effect and I have asked Driver Training Managers to implement by the end of 2016 so that we are all on the same platform by the 1st Jan.

Similarly we have established a consistent standard for Driver Trainers to ensure they are all qualified to the same level and we are working on the programme to train driver trainers to that standard.

Work will commence soon on a Quality Assurance process for driver training.

Other L&D updates

We welcome the increasing interest of the HMIC in learning and development matters. Given that we have been through a period of austerity, and this trend will continue even if it is in a lighter form, L&D managers are keen to highlight that in some areas forces will need to reinvest in the subject area if they are to meet the HMIC expectations.

Generally there is much confusion in some forces about the raft of initiatives and how they fit together. I will be taking action to liaise with the College about how we can better prepare forces such that they are well placed to manage the delivery of the initiatives as they arise.

Mark Milton
Director of Support services

(f) People Management Portfolio Update

The people management portfolio was taken over by Director of HR Alison Naylor in late 2015. Ali met with Adrian Rutherford and Luella Bubloz on 9 May 2016 to discuss the People Management Portfolio structure and priorities for the next year. It was agreed that the key priority is to enhance communication with and engagement from the HR community via the Police CIPD Forum. It has been decided that there will now be a regular Workforce slot at all Police CIPD forum meetings to update attendees on work that is progressing; to seek their input and involvement in this work and to ensure that the national issues and challenges faced by the HR Community are escalated to the Workforce Committee and that where necessary we have a clearer approach to commissioning work from the College of Policing.

Other issues and possible areas of work that were discussed include Ill health retirements and Injuries on Duty and developing a more co-ordinated response to College of Policing Consultations.

The CIPD HR executive portfolios have been redrawn to better respond to the work that is being developed at a national level, with deputy/alternates volunteering to support each of the portfolios. This should ensure that the HR professionals in policing are better engaged and able to provide more resilient and consistent support to requests for support, comment, advice in all of the other portfolio areas as and when required.

Ali has been working on the Annual Police CIPD HR Conference for 17th October, this years' theme is 'Professionalising the Police and Continuing Professional Development'. We will have lead speakers from the College of Policing and Leads from the Workforce Co-ordination Committee who will provide insights into the progress of work going on at a national level. The speakers will be supported by external speakers (being confirmed) and a number of breakout/workshop sessions, to allow HR colleagues to get a really good understanding of the work being led nationally and to 'borrow with pride'/learn from their peers in pilot forces and ensure they are in the best possible position to plan for and implement the changes needed.

HR colleagues have expressed a desire for some 'practical sessions' that allow them to explore and understand what they need to be doing back in their own forces. This is a great opportunity to ensure we get them lined up and on-board with initiatives such as ARC/CPD/Apprenticeships/Rec 2 of the leadership review.

DoHR Ali Naylor

(g) Leadership Portfolio Update

CC York has established a Leadership Portfolio structure, namely the Professional Community Leadership Reference Group which will act as a conduit between the Police Service and the College of Policing. This group held its' inaugural meeting in December 2015 and has met 4 times to date. CC Justine Curran is leading on Executive Leadership; C/Supt Gavin Thomas is leading on Management Leadership; Insp Steve White is leading on Initial Leadership and AC Martin Hewitt is leading on Leadership progression.

Each of the four groups is currently linking in with and reviewing existing programmes of work; considering the resources required and working to identify any leadership gaps. Established sub-structures are emerging positively for each group. The next meeting is scheduled for 5 October 2016.

The College of Policing have prioritised recommendations 1, 3, 5 and 6 and the Workforce Committee is working closely with the College to help support the development of thinking and the implementation of these recommendations.

CC York and Giselle Lockett, Faculty Lead for Professionalism and Integrity, hosted a POLKA hot-seat on Professional Development on 17 August 2016. The topic was about how policing develops a CPD culture and addressed some of the barriers and benefits.

The College of Policing have worked hard to ensure all forces are fully engaged with key changes on the horizon. Supporting this, CC York has written to all Forces / Chief Constables requesting that they nominate a Chief Officer Professional Development Champion. All forces responded with a nomination on behalf of their force or strategic alliance. CC York has conducted two telephone conference calls (28 July and 19 August) with the newly appointed Chief Officer Professional Development Champions to agree next steps for forces including supporting the launch of the Professional Development Programme by and beyond 30 September; participation in a national Police CPD week (week commencing 7 November); attending the Chief Officer Professional Development Champions Workshop scheduled for 25 November 2016 and driving forward discussions and activity among Chief Officer teams and senior leaders within forces with regard to how they act as role models for CPD and ensuring attention is given to the culture that develops.

Chief Constable Giles York

(h) Workforce Representation Update

The Workforce Co-ordination Committee is working closely with the Committee for Equality, Diversity and Human Rights led by CC Gareth Wilson. We have joining commissioned a formal piece of work to understand the gap analysis around Workforce representation. CC David Thompson and West Midlands Police have agreed to take on this discrete piece of work, drawing on their experience as a leading force in this area. They have refined the terms of Reference and are working with NBPA and NAMP as co-partners in delivering this piece of work which is expected to report to Chief Constables Council in early 2017.

The Terms of Reference for this work include:

- scoping where the police service is with workforce representation currently
- Identification of any opportunities that should be considered or explored to help the police service become more representative
- Exploring options and best practice for improving the recruitment, retention and progression of under-represented groups

We are concurrently advertising for and will seek to appoint a Workforce Representation lead which will temporarily sit on CC Gareth Wilson's EDHR co-ordination committee with close links to the Workforce Co-ordination Committee. The lead will act as the future point of contact and NPCC spokesperson in this area. Priorities for the new lead will include the development of a Workforce Diversity Plan and consideration of the recommendations from the HASC report on Police Diversity 2016 and any action required to implement these.

Chief Constable Giles York

(i) Evidence Based Practice Update

Durham Organisational Climate Survey

We continue to work with Durham University Business School to develop a Collaborative Research Unit and a National Survey for Policing. We have 21 Forces involved in the survey so far and a further 14 have expressed an interest in joining. We are planning to sign a MOU between Durham University and Durham Constabulary on 28 September 2016 to 'host' the National survey. We will then be able to advertise the offer to Forces wishing to join us. We are supported by the HMIC and the College of Policing in developing our product.

We will update Chief Constables' Council further in due course.

We will be presenting a paper on our work to the CEPOL conference next month.

The Open University Policing Consortium and Centre for Policing Research

This has been a year of considerable expansion of collaborative research, education and knowledge exchange activities through The Open University Policing Consortium. The programme of work has widened. There are now a larger number of forces in the network and there has been more time to develop and implement research and educational offerings. The quality of working relationships has deepened as police and academics have come to understand – and challenge – each others' institutions, assumptions and working practices better.

A year ago, the Consortium consisted of a membership group of 9 forces, working with The Open University. However, a successful funding bid has signalled a much larger and ambitious programme of work, funded by the Police Knowledge Fund, which started in October 2016. The Consortium now consists of 16 forces, with other forces exploring whether they might join. Some of the work is undertaken with Consortium forces only while other work is freely available for other forces to use and participate in.

We will be presenting a paper on our work to the CEPOL conference next month.

DoHR Stephen Chase

Workforce Futures

Rob Jones on behalf of Clare Davies

Workforce Co-ordination Committee 14th Sept. 2016

NOT PROTECTIVELY MARKED

V1 FINAL



**METROPOLITAN
POLICE**

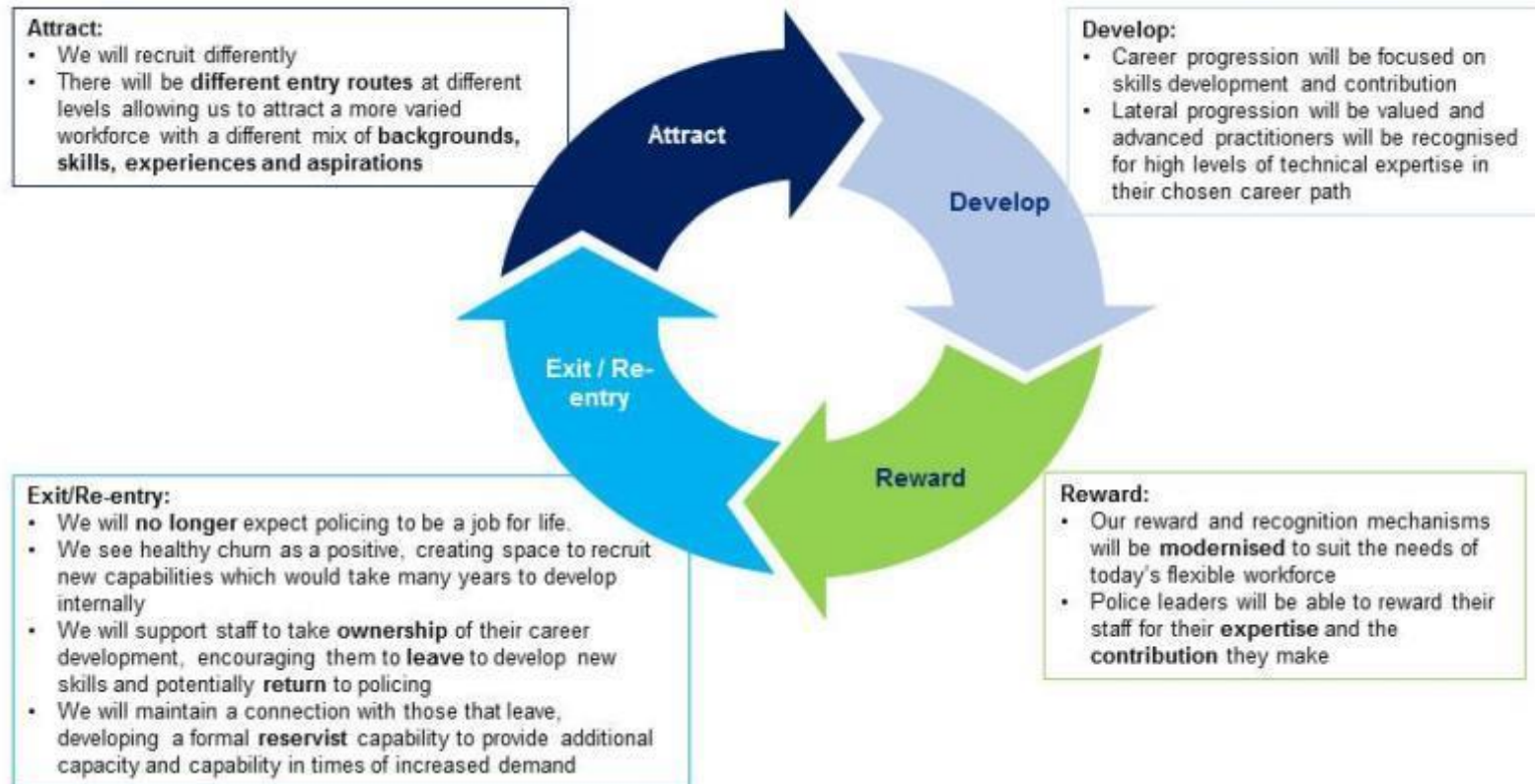
Workforce Futures WCC September



[RETURN TO CONTENTS/AGENDA](#)

What is Workforce Futures?

Vision: Policing will be a profession, where officers exercise individual autonomy and independence of judgement. By 2020, policing will have a single, integrated workforce that will align the right skills, powers and experience to meet changing police demand.



What does this mean in practice?



Two linked programmes:

NPCC Workforce Futures Innovation Programme

- Delivering the College of Policing Leadership Review recommendations through developing & evaluating proof of concepts across a small number of forces which represent different policing scale and demands
- Clare Davies' role: Senior Responsible Owner on behalf of NPCC with CoP and Home Office as Partners
- Early adopter forces to test and evaluated proof of concepts. Key projects:

Direct Entry – Supts & Insps	Advanced Practitioners
Specialist Entry – Detectives	Secondments
Police Now	Career Pathways - Detectives
SEARCH Review	Reservists
	Career Activism
	Enhanced Early Exit Modelling

Other National Workforce Change Programmes

- Implementation of national/ mandatory workforce changes driven by College of Policing/Home Office/NPCC
- Each force will require an SRO to assess how the respective force will adopt the changes, manage implementation and business change implications
- Key changes:

Educational Qualifications Framework (EQF)

Higher Level Apprenticeships

Police Professional Framework

Continuing Professional Development

Assessing and Recognising Competence (ARC)

Rank Structures (Leadership Review Rec 2)

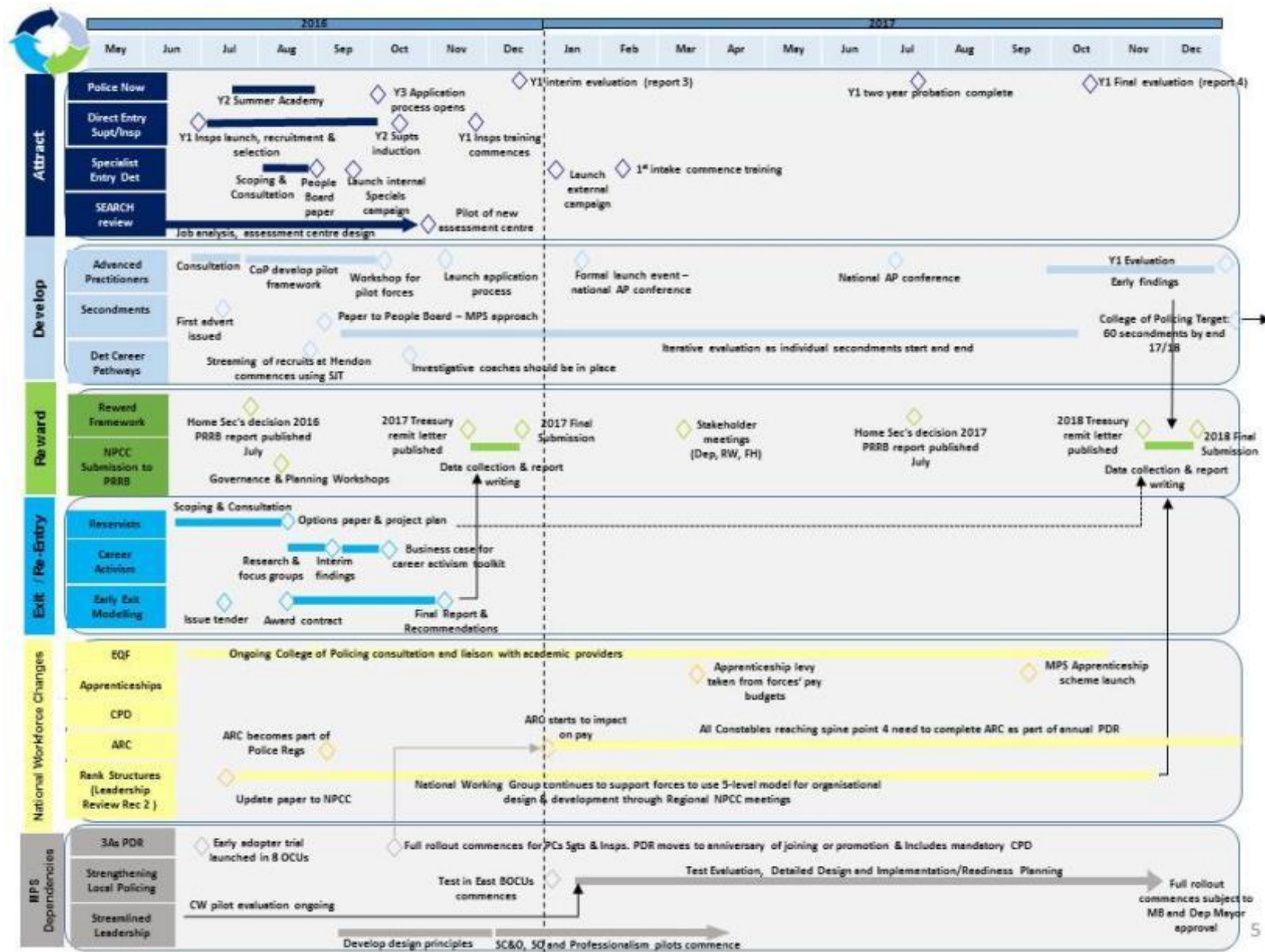
Outline Project Descriptions

NPCC Workforce Futures Innovation Programme	
Direct Entry – Supts & Insp	National CoP-led recruitment directly into the ranks of Supts and Insp. 2016 sees the 2 nd cohort of Supts and the 1 st cohort of Insp being posted to forces. CoP evaluation is ongoing. Workforce Futures role in induction & mentoring.
Specialist Entry – Detectives	MPS-led project to recruit constables directly into a detective career pathway without serving in a uniform role. Planning phase – design and consultation underway. Internal launch planned for Sept 16 for a cohort of former Specials.
Police Now	Graduate entry programme pioneered in the MPS, now training its 2 nd cohort for national postings. Recruits spend their first two years as Dedicated Ward Officers. MQPAC evaluation of 1 st cohort is ongoing. They will complete their probation in July 17.
SEARCH Review	MPS and College of Policing joint project to review and update the SEARCH recruit assessment centre. Penna are supporting the project. The new assessment centre will be piloted in Autumn 2016.
Advanced Practitioners	Proposed in Rec8 of the Leadership Review, a 2-year trial of AP Constables led by CoP will take place in pilot forces from Jan 17. The aim is to recognise and reward frontline expertise and share knowledge nationally.
Secondments	Rec4 proposed that future chief officers undertake an external business secondment to develop skills and experiences. CoP are developing relationships with organisations and aim to place 60 secondees nationally over a 2yr pilot period.
Career Pathways - Detectives	Ongoing work within the MPS to identify recruits & existing officers with an interest and aptitude for investigative work and place them on a meaningful career pathway, supported by existing detectives. Reports into Detective Diamond Group.
Reservists	Leics Police led project to identify the requirement for a reservist capability to allow uplift in capacity and capability to meet planned or emerging demand. Project at consultation stage scoping risks and legal/regulation/pension barriers.
Career Activism	MPS-led project to develop toolkit assisting officers & staff to take control of their career development and look outside the service for opportunities to use and develop skills with a view to potential re-entry in future.
Enhanced Early Exit Modelling	Consultancy support to model future workforce requirements and understand the cost/benefit/feasibility of the various exit levers available. Tender will be awarded at the end of August, with final deliverable due mid November.

Workforce Futures WCC



Other National Workforce Change Programmes	
Educational Qualifications Framework (EQF) incl Higher Level Apprenticeships	<p>The CoP is consulting on a qualifications framework for policing, working in partnership with the higher education sector. This will become part of policing regulations in Sept 2019 and is likely to include:</p> <ul style="list-style-type: none"> • opportunities for existing officers and staff to gain publicly recognised qualifications • initial entry routes involving self-funded undergrad programmes • police funded graduate conversion programmes & • higher level apprenticeships <p>An apprenticeship levy will be taken from all forces' pay bill from April 17. The MPS is intending to launch its apprentice scheme from Sept 17.</p>
Police Professional Framework (PPF)	The PPF provides national rank & role profiles for officers and staff based on National Occupational Standards and Personal Qualities. These have been developed by the CoP and are already being used in the MPS for senior promotion processes.
Continuing Professional Development (CPD)	The CoP has developed a CPD framework and toolkit. The MPS has incorporated this into the new 3As PDR process for Constables, Sergeants & Inspectors. This links to the Leadership Review Rec1 – senior leaders' commitment to CPD
Assessing and Recognising Competence (ARC)	Following a recent CoP pilot (Defining and Assessing Competence), ARC is being rolled out to all constables reaching spine point 4 from Jan 17 onwards. It will be part of the new 3As PDR and will impact on pay.
Rank Structures (Leadership Review Rec 2)	Rec2 proposed review of policing rank & grading structures. Led by Thames Valley Police on behalf of NPCC, a 5-level model has been developed, which forces are testing through organisational design & development
One Met Model Dependencies	
Streamlined Leadership Programme	The MPS is aiming to reduce the number of management layers to improve empowerment, responsiveness and decision making. Initial scope is Cmdr/DAC and Chief Insp/Insp ranks. A pilot of the latter is underway in CW as part of the Strengthening Local Policing programme and further pilots are planned for SC&O1, Professionalism & SO commencing by December.
Strengthening Local Policing Programme	Organisational change programme aimed at improving service delivery, efficiency, productivity and decision making and making better use of our people delivering local frontline policing. It is planning a 3-BOCU trial starting in Jan 17 delivering cross-border policing and streamlined SLTs leading to a potential rollout later in the year subject to MB and Deputy Mayor approval.





What are the main changes coming over the horizon?

2016	2017	2018	2019	2020 and beyond
<ul style="list-style-type: none"> • Direct entry Supts 3rd cohort commence induction (Sept) • Specialist entry detectives – launch (Sept) • CoP Business Secondments pilot (Sept) • Pilot of new SEARCH assessment centre (Autumn) • Enhanced early exit modelling - business case & costed options for decision (Nov) • Career Activism toolkit proposals (Nov) • Direct entry inspectors 1st cohort commence training (Nov) • Streamlined Leadership pilots commence (Dec) 	<ul style="list-style-type: none"> • Specialist entry detective – external campaign (Jan) • CoP Advanced Practitioner pilot starts (Jan) • ARC impacts on pay as part of PDR process (Jan) • Police Now 1st cohort probation complete (July) • Implementation of new police apprenticeship scheme (Sept) • Leadership review rec 2 rank structures national recommendations • PRRB submission – new reward framework (Dec) 	<ul style="list-style-type: none"> • College of Policing evaluation of Business Secondments pilot (April) • PRRB decision – new reward framework (July) 	<ul style="list-style-type: none"> • College of Policing evaluation of Advanced Practitioner pilot (Jan) • CoP implements new EQF – regulations change all recruits will have to have a degree or be on an apprentice scheme (Sept) 	<ul style="list-style-type: none"> • 1st apprentices complete 3 year probation • Implementation of new reward framework



What are the main risks and challenges?

- **Cultural barriers**
 - 30 year career & traditional entry / exit routes valued – part of policing identity
 - Lack of support and respect for those on different career paths
 - Perceptions of entitlement based on length of service rather than contribution or expertise, esp in reward and career progression
- **Overload / complexity**
 - Different entry routes with different requirements potentially overlapping with talent schemes etc.
 - Confusing and alienating for those not involved
 - Abstractions from the day job (too many people doing “projects”)
 - Integrating / aligning with Force change programmes
- **National consensus**
 - NPCC needs to maintain a strong voice as the employer in shaping CoP programmes.
 - Challenge to secure support from all forces through NPCC where collective agreement is needed for regulatory or other national change
 - Achieving balance between consistency through CoP Guidance, Policy and Support and local flexibility for Forces
- **Police Remuneration Review Body**
 - New reward framework - case for change may not be persuasive enough to secure support for recommendations

Chief Constables' Council

Update - Operation Hydrant

12/13th October 2016/Agenda Item:

Security classification: Restricted
Disclosable under FOIA 2000: Yes
Author: Detective Superintendent Deborah Smith
Force/organisation: Deputy National Coordinator Operation Hydrant
Date created: 15 September 2016
Coordination Committee: Crime Operations
Portfolio: Violence and Public Protection (Child Protection and Abuse Investigation)

Attachments @ paragraphs:

1. INTRODUCTION/PURPOSE

- 1.1 The purpose of this paper is to further brief Chief Officers on the progress of Operation Hydrant, the national coordination operation for non-recent child sexual abuse since the last briefing in July 2016.
- 1.2 The paper also provides an update on the Independent Inquiry into Child Sexual Abuse, notably since the resignation of the previous chair, Justice Goddard and the appointment of the new chair; Professor Alexis Jay.

2. THE SCALE OF DEMAND

- 2.1 Demand continues to increase in terms of new referrals of non-recent child sexual abuse into policing. It is likely that this increase in demand is likely to continue for the foreseeable future, notably as the public inquiry expand role out their truth project nationally.
- 2.2 As of September 2016 there were a total of 2924 suspects recorded on the database that were being investigated for non-recent child sexual abuse fitting the Operation Hydrant criteria. (This does not include familial abuse or the majority child sexual exploitation cases.) This figure does not include investigations that have been closed or where a person is no longer considered a suspect (of which there are 445). This figure represents an increase of 57% in the past year.
- 2.3 Operation Hydrant has been notified of 452 investigations that have been finalised by police forces and a significant amount of work is now ongoing to capture the precise outcomes from these investigations.
- 2.4 The number of victims coming forward to report non-recent child sexual abuse continues to rise with a further 598 victims being uploaded onto the Hydrant Holmes

database since the last update in July 2016. 47 % of new referrals into Hydrant still present some live safeguarding risk.

- 2.5 The number of individual institutions recorded as abuse having taken place within the institutional setting stands at 1123 with schools and children's homes representing 68% of this figure (454 and 309 allegations).
- 2.6 These statistics demonstrate the continued demand placed upon police forces to respond to the significant number of new allegations being made with respect to non-recent child sexual abuse.

3. OPERATIONAL COORDINATION

- 3.1 Operation Hydrant, working with the College of Policing, has established a national cadre of 46 SIO's with experience in investigating Operation Hydrant cases, Professional Standards matters and conducting investigation reviews. The 46 SIO's were selected from applicants' from forces across England, Scotland, Wales, States of Jersey and the MOD. An induction day was held in July, hosted by Hydrant and the College of Policing.
- 3.2 The work of the cadre performs an important function helping to identify and improve best practice, while also building the evidence base underpinning this type of investigation. It will also provide the SIO's on the cadre with an important opportunity to develop their own CPD, maintaining and enhancing their professional competence and sharing learning within their own forces. Any force can request a review of an ongoing or closed investigation through Operation Hydrant and this can range from peer support to the SIO regarding a particular element of the investigation through to a full formal peer review.
- 3.3 A number of chief officers have requested reviews of ongoing investigations, with 6 peer reviews having taken place since the cadre was launched.
- 3.4 Operation Hydrant continue to provide advice and guidance to SIO's, gold commanders and communications leads and specialists from the team sit on a number of Force gold groups nationally to advise on the national context and perform the role of "critical friend". Through this, best practice and learning is shared nationally.

4 STAKEHOLDER ENGAGEMENT

- 4.1 A considerable amount of stakeholder engagement continues nationally so as to highlight the impact of non-recent child sexual abuse cases on police resources, demand and victim confidence.
- 4.2 A series of briefings have been held with key influencers including MP's, PCC's, survivors group executives, the victims commissioner, the society of editors, CPS RASSO lawyers, the IPCC, the national network of ISVA's and the chair of the Association of Child Abuse Lawyers.
- 4.3 Weekly environmental scanning of the reporting of non-recent child sexual abuse investigations is shared with all forces through heads of communications and shared with the Home Office, CPS and IPCC so as to continue to inform stakeholders of the national picture and sentiment.

5 THE INDEPENDENT INQUIRY INTO CHILD SEXUAL ABUSE

- 5.1 Following the resignation of Justice Goddard, the appointment of Professor Alexis Jay as the new Chair has brought continuity to the Inquiry. Professor Jay was already a member of the Inquiry panel and is therefore fully sighted on the Inquiry's work and has played an instrumental role in the direction of the public hearing investigations. The message from the public inquiry is that the change of chair does not impact on the ongoing direction of the inquiry.
- 5.2 Preliminary hearings have now taken place for 7 out of the 13 investigations and it is expected that the first Public Hearings themselves will commence early next year. With the first hearing examining the abuse of children who left England and Wales following the second world war destined for other parts of the Commonwealth. The examination of allegations against Lord Janner will then take place.
- 5.3 To date 24 forces have been engaged by the Inquiry in some way, 16 forces have been requested to provide or catalogue material and 12 Forces have been given Core Participant status.
- 5.4 The Inquiry is developing an overarching victim strategy that will offer reassurance to investigators in terms of the duty of care to victims/survivors/witnesses who give evidence to the Inquiry and the process of integrating support that is offered to those people who are currently working with the police. This has a clear emphasis on placing the needs of the individual at the heart of the process.
- 5.5 Operation Hydrant are undertaking work to identify a clear timeline of legislation, protocols and guidance that has been in existence within policing since the second world war. This will help give context to the actions of police officers during non-recent investigations. This is intended to provide an explanation of the culture that existed at the time of relevant investigations.
- 5.6 Hydrant is developing guidance for forces with respect to making contact with and offering support to retired police officers who may be called to give evidence at public hearings. Consultation has taken place with relevant staff associations and is currently with the inquiry for their consideration prior to notifying chief officers of this guidance.
- 5.7 The Inquiry, the CPS and the police have developed a memorandum of understanding with respect to how disclosure issues will be dealt with between policing, the CPS and the inquiry. This guidance will be available to chief officers and their legal teams in the near future.

6 CONCLUSION

- 6.1 As predicted at the beginning of the year demand has continued to increase and there is no sign that this will level off in the near future.
- 6.2 Public scrutiny and national media interest in the public inquiry and in forces undertaking high profile non-recent child sexual abuse cases remains high. This media interest which continues to disproportionality focus on a small number of high profile cases, persists in having a significant impact on victim and survivor confidence in policing.

- 6.3 It is recognised that the amount of work placed upon forces engaged with public inquiry is significant and requires resourcing over and above the criminal investigation of non-recent child sexual abuse cases.

7 DECISIONS REQUIRED

Chief Officers are invited to note the contents of the paper. No decisions are required.

Name

Simon Bailey

Rank, Force

Chief Constable, Norfolk Constabulary

Coordination Committee/Portfolio

Crime Operations/Violence and Public Protection (Child Protection and Abuse Investigation)

Chief Constables' Council

National Strategy for Police Custody

Date: 12th/13th October 2016 Agenda item

Security classification: OFFICIAL

Disclosable under FOIA 2000: YES

Author: CC Nick Ephgrave

Force/organisation: Surrey Police

Date created: 12th August 2016

Coordination Committee: Criminal Justice

Portfolio: Custody

Attachments: National Custody Strategy

1. INTRODUCTION

- 1.1 This paper proposes the adoption of a national strategy for police custody, complementary to existing legislation and Authorised Professional Practice (APP), which sets out an overarching vision for police custody in England and Wales, identifies a number of fundamental principles for police custody and identifies three priority workstreams for progression of the strategy. The support of Chief Constables is sought in adopting this document as the basis upon which the NPCC custody portfolio can develop and implement a transparent, effective and efficient custody operation that is consistent across all police forces.

2. BACKGROUND

- 2.1 The use of custody is a core part of policing, and custody practices continue to adapt in response to changes in legislation and guidance, high profile adverse incidents such as deaths in custody and various reviews and inquiries. Police Custody remains, therefore, an area of significant national interest and it is important for the service as a whole to be seen to be progressive and responsive to changing demands and expectations.
- 2.2 Custody practice is well regulated and legislated, but there is currently no overall vision informing the development of the national custody provision in light of the challenges and opportunities that policing will face over the next few years.
- 2.3 The National Custody Strategy aims to fill this gap, providing a simple vision for police custody based on six principles, driven by three work-streams, each with a small number of predominantly outcome-based aspirations. It is intended to be a high-level statement, rather than a detailed plan in itself. If approved, it is the intention to identify a number of priorities under each work-stream and commence the more detailed work to take them forward.

3. STAKEHOLDER CONSULTATION

- 3.1 Prior to reaching this point, substantial consultation has been conducted across a broad range of stakeholders to assess their support for a national strategy and to canvass views on style and content. Stakeholders for this consultation have included the following:-

The Howard League for Penal Reform
College of Policing
Crown Prosecution Service
NPCC National Custody Forum, where it was discussed with the full membership
Police Federation
Superintendents' Association
Loughborough and Sheffield Universities
Independent Police Complaints Commission
Children's Rights Alliance for England
Independent Custody Visiting Association

4. CONCLUSION

- 4.1 The concept of a National Custody Strategy is broadly welcomed by stakeholders as a useful 'statement of intent' on behalf of the service. It will complement existing legislation and guidance and be driven through the National Custody Forum and recently re-established Regional Custody Forums.
- 4.2 It is intended that such a document will provide a single direction for developing custody operations of all police forces in England and Wales and will create an environment where best practice can be better shared amongst forces to drive consistent, high standards across all police custody centres.

5. DECISIONS REQUIRED

- 5.1 Chief Constables are invited to review the attached custody strategy and support its adoption as the method by which development and innovation in custody practice is aligned and progressed.

S22 see refusal notice

Chief Constables' Council

Mounted Policing in Public Order

12 October 2016 /Agenda item:

Security classification:	Not protectively marked
Disclosable under FOIA 2000:	No
Author:	CC Justine Curran, QPM
Force/organisation:	Humberside Police
Date created:	15/09/2016
Coordination Committee:	Operations
Portfolio:	Conflict Management, Public Order and Public Safety
Attachments @ paragraphs:	N/A

1. INTRODUCTION AND PURPOSE

- 1.1. In October 2015, Chief Constables' Council agreed that mounted policing did not form part of the Strategic Policing Requirement. The purpose of this paper is to explore whether alternative tactics and capabilities could be utilised to deliver the same operational effect without the deployment of mounted officers within the scope of public order policing.

2. RECOMMENDATION

- 2.1. Chief Constables to consider and note the content of this report.

3. BACKGROUND

- 3.1. Since April 2012, mounted police capacity has been reduced by 19% which highlights the risk that the Police Service may not be able to access the required level of mounted policing services.
- 3.2. The National Policing Requirement in relation to public order policing sets out the response to the Strategic Policing Requirement and details the capacity required to counter identified threats based upon planning assumptions.
- 3.3. In relation to the public order threat, it establishes a clear national requirement;

‘The Police Service should be able to deal with three separate seats of significant disorder simultaneously for a period of seven days...and is based upon information and experience of historical events. This is supported by the annual strategic threat and risk assessments, academic research and socio economic assessments.’
- 3.4 Whilst there is a numerical requirement set for the national mutual aid capacity (297 PSUs as defined by the Public Order Mobilisation Formula), there is no specific numerical requirement established for mounted policing.

4. IMPACT ON PUBLIC ORDER POLICING

- 4.1. The Mounted Policing STRA developed in 2014 identified that there is a risk of insufficient operational national, regional and local mounted capacity for policing large scale events, including football and significant public disorder.
- 4.2. RAND Europe carried out recent research on behalf of the Mounted Working Group and produced a report 'Making and Breaking Barriers – Assessing the value of Mounted Police Units in the UK'. The report concludes:
- Based on the data the highest demonstrable value of mounted police is found in neighbourhood settings, which runs contrary to the predominant opinion among police that suggests that police on horseback are primarily a public order resource.
 - Mounted police provide a unique policing resource that generates positive police visibility in neighbourhood contexts as well as has the capacity to offer effective response to certain public order scenarios
- 4.3. Evidenced based research has shown that public order deployments were only a small part of daily policing requirements for mounted officers with 15% of their time spent on public order deployments, including football.
- 4.4. In order to determine whether alternative tactics could be deployed by Public Order Commanders without the capability of mounted officers an assessment of the descriptors detailed within the National Curriculum for Public Order (Module E2, Mounted Tactics in Public Order) and tactics aligned to specific events/tasks within public order policing has been undertaken. The outcome of the assessment, as illustrated in Appendices A and B below, conclude that there are alternative tactical options available to Public Order Commanders whereby the deployment of horses can be mitigated.
- 4.5. It is acknowledged, however, that mounted officers do provide Public Order Commanders with the ability to respond rapidly to events and deploy tactics which are very effective in a public order environment and other tactics that could be utilised as an alternative to mounted officers will, in some instances, be less effective.

5. SUMMARY

- 5.1. It has been established that 15% of the mounted police time is spent on public order deployments. An assessment of the function and deployment of Mounted tactics within public order policing has identified that alternative tactics are available to Public Order Commanders, although it is recognised that some will not be as effective as they would be when using horses.

6. DECISION/RECOMMENDATION

- 6.1. Chief Constables are asked to consider and note the content of this report.

Person submitting:	Alec Wood
Rank/Force:	Chief Constable, Cambridgeshire
Portfolio:	Chair, Operations Coordination Committee

APPENDIX A

Mounted function	Description	Alternative Tactics
Observation/Intelligence	The use of mounted units to observe the crowd, temperament, movements and dynamics. Visible policing presence. Examples; Football, protests, events.	<ul style="list-style-type: none"> Intelligence functions can be duplicated by mobile and static CCTV, FIT, EGT and spotters, albeit without the benefit of elevation. Visible policing presence and positive influence on crowd dynamics can be difficult to replicate but PLO's provide engagement with protest groups and Spotters with football groups.
Leading processions	Visible indication of the front of a procession, march or protest. Adds gravity to a solemn procession. Examples; Protest marches, state funerals, military events (Such as Lord Mayors Show), Royal processions.	<ul style="list-style-type: none"> Processions can be led by officers on foot or by a vehicle. Public expectation would need to be managed.
Cordons (Open and Closed)	Used to enforce road closures, temporary cordons and to regulate flow of people. Horses can be placed flank on to create a large barrier and then turned quickly to release crowds.	<ul style="list-style-type: none"> Physical barriers could be used to reduce the need for cordons. Public disorder cordons can be provided by vehicles. Public disorder cordons can be provided by police officers. Horses are considered a 'force multiplier' therefore additional PSU's may be required to replace the Mounted Units.
Dispersal	Horses can be used to quickly disperse hostile crowds.	<ul style="list-style-type: none"> PSU's can perform the same function but slower. Horses should be considered a 'force multiplier' and often ensure that less direct force is used on those being dispersed as they tend to move away from the path of a horse. Horses are vulnerable when not closely supported by PSU's. Dogs can also be used to perform a 'force multiplying' dispersal function. However, they have reduced time in front of crowds as they tire. Injuries caused by dogs are often significant.
Peeling a crowd away from a building Line.	Horses can form a half wedge to move a crowd away from a building line or point of contention.	PSU's and vehicles can be used but with increased risk of conflict with the crowd.
Escorting PSU's through crowds	Horses used to split a hostile crowd to allow a PSU to make ground.	Reduces the risk to officers and the public by reducing the friction between officers and a hostile crowd. This could be done by dogs but not as effective.
Isolating crowd ringleaders	Horses can move safely and quickly into a crowd before isolating individuals for detention.	Existing PSU tactics can replicate this function, although with additional friction with the crowd.

Note:- Force Multiplier; TVP Mounted Section work to the 'Force multiplier' being 1 horse = 6 officers this now accepted as the national standard. The deployment of 3 horses therefore equates to 1 PSU.

APPENDIX B

RESTRICTED

Event/Task	Mounted Branch tactics	Alternative Resource
Football	Observation Public Engagement Leading Processions Cordons Disorder – Dispersal Disorder – Peeling away from a building line Disorder – Escorting PSU's Disorder – Isolating ringleaders	<ul style="list-style-type: none"> • Better - Design, Information, Management, Ingress, Circulation, Egress (DIM ICE) negating need for mobile cordons. • Provision of CCTV to support intelligence feed and evidence flow problems. • Use of SAG to manage relationship with club and other partners in order that the Public Order footprint is reduced and Special Policing Services is understood. Encourage investment in design solutions outside of the stadium to reduce need for human resources. • PSU's can replace disorder functions performed by the horses, although with a great risk of friction.
Public Order including Protest	Observation Public Engagement Leading medium/high risk protest marches Cordons Disorder – Dispersal Disorder – Peeling away from a building line Disorder – Escorting PSU's Disorder – Isolating ringleaders	<ul style="list-style-type: none"> • PSU's can replace disorder functions performed by the horses as detailed in Appendix 1. • Use of Public Order vehicle tactics to reduce friction and requirement for human resources. • Use of barriers to control flow. • Enhanced expectation of the Event Organiser to ensure they have appropriate stewarding arrangements.
Processions	Ceremonial Duties Marches	<ul style="list-style-type: none"> • Manage expectations as to what the Police can/should partake in e.g. Remembrance Parades • Consider replacement of horses by Marshals/Stewards and in some circumstances Police Officers. • Support transitions through clear guidance, engagement and assistance with planning i.e. road closures.
Patrol / Public Reassurance	Observation Public Engagement	<ul style="list-style-type: none"> • Use of police family and local community to support intelligence led patrolling. • Use of cycles by Police Officers in Parks, rural area's • Police Resources.

Chief Constables' Council

The Curtis Report – The Future of National Standard for Incident Recording (NSIR)

12/13th October 2016/Agenda Item:

Security classification:

Disclosable under FOIA 2000:

Author: Chief Constable Jeff Farrar

Force/organisation: Gwent Police

Date created: 8th September 2016

Coordination Committee: Performance Management Coordination Committee

Portfolio: Crime Statistics

Attachments @ paragraph:

1. PURPOSE

- 1.1. The purpose of this paper is to update Chief Officers on the proposed response to recommendation 12 (see below) of the Home Office commissioned report, 'The use of targets in policing' which was led by Chief Superintendent Irene Curtis:

“The Home Office should consider taking back ownership of the National Standard for Incident Recording (NSIR), reviewing it and bringing it into line with the standard for crime recording to create a single transparent recording framework. If this recommendation is taken forward, the National Police Chiefs' Council (NPCC) should consider whether the NSIR and NCRS portfolios could be combined under a single lead officer.”

2. BACKGROUND

- 2.1. The 2015 targets review focussed on identifying good practice in performance management. The review placed significant emphasis on the ability of the service to measure total demand and it highlighted gaps in meaningful data on calls for service for non-crime matters. The review identified that many forces placed a disproportionate emphasis on police recorded crime as the sole measure of police performance. It highlighted that forces needed to make use of other measures to help understand the totality of demand which includes input measures for non-crime incidents.
- 2.2. The review identified that the current practice in the recording of incident data sees a high degree of inconsistency between forces. As a consequence, opportunities to build a more comprehensive view

of demand and make meaningful comparisons are being lost. The review recommended greater consistency between NSIR and the National Crime Recording Standards (NCRS) to address this.

- 2.3. NSIR was introduced in 2005 to replace the wide variety of incident recording (and non-recording) that differed from force to force so that common understanding and recording practices would result in effective data provision and use. It was developed by the Home Office and was established in parallel with, but separate from NCRS. In 2007 responsibility for NSIR was transferred to the then National Policing Improvement Agency (NPIA) where it sat under the Contact Management Portfolio, whilst NCRS sits with the Crime Recording and Statistics portfolio under the Performance Management Coordination Committee. In 2009/10, NSIR underwent a full review by the NPIA on behalf of ACPO which recommended that NSIR be rationalised and simplified. Whilst police recorded crime has come under major scrutiny in recent years resulting in a large amount of comparable and consistent crime data available the same cannot be said for incident data and despite the 2009/10 review, its use across the service is still inconsistent.
- 2.4. The inconsistency in how forces record demand was also identified by the 2014 HMIC report, Core Business and commented that “In this period of continuing austerity, it is important that forces fully understand the demands that are placed upon them. This will allow them to make the right decisions about the level of service they provide and how to provide it.” This review would also serve to support work to improve our understanding of demand.
- 2.5. Provision of better incident data has been of significant interest to a number of stakeholders, in particular the Office for National Statistics (ONS) and the Crime Statistics Advisory Committee (CSAC) who have written to the Home Secretary on this issue (see Annex A).

3. PROPOSAL

- 3.1. Earlier this year, the NSIR and NCRS portfolios came under the Performance Management Coordination Committee under one Chief Officer lead. This proposal is for NSIR to undergo a complete review to reduce bureaucratic practice, particularly around unnecessary duplication and over-engineered incident record creation and as far as possible to evaluate delivery of the recommendation made in the Use of Targets review. This work will consider the value of all existing and proposed categories with an aim of simplification and rationalisation. This is likely to result in a reduction in incident categories to create a standard where all incidents are assessed at the earliest opportunity, receive an appropriate response and are recorded in a consistent and accurate manner.
- 3.2. Understanding demand requires a better focus on incident opening codes to allow data to provide an accurate picture on what was being reported at the first point of contact. The review should consider the extent to which a standardised opening code structure (to apply to all relevant systems) should be adopted.
- 3.3. In 2015 the Home Office, working jointly with the NPCC, created incident classification N100 within the HOCC for reported incidents of rape where there is insufficient detail, or no requirement, to record a full crime. This classification brings transparency to the gap between initial reports of rape and the numbers subject of crime reports. To bring about the strategic change needed to deliver recommendation 12, this review should consider creation of a range of incident classifications similar to the N100 classification.
- 3.4. In line with recommendation 12, the review of NSIR will be led jointly by the Home Office and by resources from the Performance Management Coordination Committee. If standardised opening codes are agreed it is suggested these should remain under the remit of the NPCC. The new approach to incident classifications would be incorporated into the HOCC and come under the control of the Home Office, the same as the NCRS. The new arrangement will aim to go live by April 2019 but on a phased basis over more than one year. To achieve this implementation date there will be an initial introduction from April 2017 with voluntary early adopter forces from each region.

RESTRICTED

- 3.5. One potential benefit from the approach to this review as outlined would be that NSIR as currently published could be significantly streamlined to encompass a standardised set of opening codes with a reduced framework of incident classifications within the HOCR.
- 3.6. To oversee the successful introduction of the new arrangements in the early adopter forces a working group will be established that will report into the existing Home Office National Crime Recording Strategic Steering Group (NCRSSG). The NCRSSG will be responsible for the strategic oversight of the review, advising the early adopter forces and finalising the incident standards. The working group will include representation from ONS and a representative from each early adopter force. They will play a key role in evaluating the outcomes prior to national roll out. The evaluation and recommendations will be shared with Chief Constables' Council.
- 3.7. The working group will aim to achieve national engagement and communication. Before the early adoption in April 2017, the Home Office and the Chief Officer lead for Crime Recording will engage with all forces on the proposed changes. Discussions, meetings and focus groups will be held with individual forces to gain views and likely impact of the changes. In addition, regional engagement and national conferences will gather requirements to support a successful implementation.

4. ISSUES FOR FORCES

- 4.1. This review will need to fully assess the impact of any changes on forces and develop a risks and issues log for assessment in due course.

5. DECISIONS REQUIRED

- 5.1. Chief Officers are asked to agree the review to establish a new approach to incident recording. This will aim to provide a better reflection of front end demand, focussed on a standardised set of opening codes supported by a move to introduce, over time a range of incident classifications within the HOCR.
- 5.2. If agreement is reached to review NSIR, Chief Officers are asked whether they wish to participate as an early adopter force. A suitable resource will need to be identified from the force to act as tactical lead.
- 5.3. It is suggested that the contents of this paper are shared with your Chief Officer lead for crime recording and incident management and specifically the Force Crime Registrar and Force Incident Manager.

Name: Jeff Farrar

Title: Chief Constable

Lead Area: Performance Management Coordination Committee

Annex A: Letter from CSAC to Home Secretary



UK Statistics Authority
1 Drummond Gate
London
SW1V 2QQ

Tel: (+44) 0207 592 8620
E-mail: national.statistician@statistics.gsi.gov.uk
www.statisticsauthority.gov.uk/national-statistician

John Pullinger CB CStat | National Statistician

The Rt Hon Theresa May MP
Home Office
2 Marsham Street
London SW1V 2PP
Sent by email only

22 March 2016

Dear Home Secretary

National Standard for Incident Recording

I understand that you are currently considering Irene Curtis's review of the use of target in policing. This letter is to give my support to her recommendation about the recording of crimes and incidents by police forces in England and Wales.

There is significant overlap between crime and incident recording by police forces in England and Wales. As you will be aware, the Home Office has oversight of the National Crime Recording Standard (NCRS) but the parallel National Standard for Incident Recording (NSIR) does not have clear ownership. As a result, I understand that forces have drifted away from use of the incident recording standard and, additionally, the standard has not been reviewed or updated for some years.

At the same time, I am aware of growing requests for better data on the demands placed on the police service. Decisions about how to manage the demand require better and more consistent data on the volume and composition of that demand. I asked my Crime Statistics Advisory Committee, Chaired by Sir Adrian Smith, to consider this question and their view is that a robust incident recording system is an essential pre-requisite for achieving this.

Accordingly, I welcome recommendation 12 in Irene Curtis's review of targets in policing and hope that you will agree to take it forward.

I am copying this letter to Sir Adrian Smith, and to the Home Office Chief Statistician, David Blunt.

Yours sincerely,

A handwritten signature in black ink, appearing to read "John Pullinger".

John Pullinger

This page is intentionally
left blank

This page is intentionally
left blank

NPCC - Membership and Voting

12 October 2016

Security classification:	Not protectively marked
Disclosable under FOIA 2000:	Yes
Author:	Nicole Higgins
Force/organisation:	NPCC
Date created:	20 September 2016
Attachments @ paragraphs:	3.3.3

1. PURPOSE

- 1.1. This paper is presented to chief constables as part of the review of the National Police Chiefs' Council s22A Agreement (the Agreement). The purpose of the paper is to provide detail and clarity around the parties to the Agreement and the broader membership and voting rights of those it represents. With the agreement of Chief Constables' Council, the proposal will form a part of the Governance Schedule in the revised Agreement.

2. BACKGROUND

- 2.1. The NPCC is a non legal entity which is underpinned by a legal agreement between parties under Section 22A of the Police Act 1996. It has been signed by chief constables, police and crime commissioners and non Home Office Force equivalents to collaborate with each other in the running, carrying out of functions and funding of the NPCC. In addition The College of Policing (the College) and the National Crime Agency (NCA) are parties to the agreement, although not funding parties.
- 2.2. At the time of finalising the draft Agreement it was recognised there was insufficient time for consultation to allow for proper consideration and provision was made for revision under paragraph 5.1 and further provisions were made for periodic reviews and amendments under paragraph 5.6.
- 2.3. The Agreement is currently being reviewed under the terms of these clauses and will be presented as a revised version for signature to the Parties in January 2017. Warwickshire Legal Services have been engaged to revise the Agreement and have suggested that it lacks clarity in terms of the membership of the NPCC and Chief Constables' Council.

3. MEMBERSHIP AND ELIGIBILITY

- 3.1. Distinction is required between the "Parties" to the agreement, members (attendees) of Chief Constables' Council and the wider NPCC body in terms of the rights and roles of each group have. The following proposal is therefore made for inclusion within the revised s22A Agreement.

3.2. Parties

- 3.2.1. The agreement is a collaboration between 102 parties, including chief officers, police and crime commissioners ("Funding Parties") and other policing organisations ("Non Funding Parties"). It is intended Police Scotland and PSNI contribute to the funding of the NPCC through alternative arrangements since they can not constitutionally enter into the collaboration arrangement.

3.2.2. Funding Parties have agreed to contribute a fixed percentage share that will remain in place for the duration of the Agreement. This can be amended by agreement of the Parties and with the approval of the NPCC Audit and Assurance Board.

3.2.3. Whilst the level of funding may change it is proposed the share remains fixed. Home Office forces will contribute 83% funding according to their FSS share. The remaining forces (including PSNI and Scotland) will contribute 17% of funding according to a percentage agreed and based on similar Home Office forces.

3.3. NPCC

3.3.1. The current Agreement defines the NPCC as a “collaboration between chief officers”, specifically chief constables or Metropolitan Police equivalent ranks. It is the view of the NPCC and Warwickshire Legal Services that the intention throughout the Agreement suggests this should include the wider chief police officer ranks and propose this is made clear within the agreement.

3.3.2. It is therefore proposed that, as a body, the NPCC is composed of all chief police officers - defined as “all officers holding a substantive or temporary rank or appointment above that of superintending rank and including non-warranted staff in roles within chief officer teams.”

3.3.3. The current chief police officer establishment in England and Wales (and other policing bodies party to the agreement) is 338 posts (256 Police Officers and 82 staff). The full list is attached at appendix 1.

3.3.4. All chief police officers are eligible to vote in the election of NPCC Chair and for the Chair of the 12 Coordination Committees.

3.3.5. The NPCC body will be represented by their chief constable (or equivalent) at Chief Constables’ Council.

3.4. Chief Constables Council

3.4.1. Chief Constables’ Council is defined within the agreement as “The senior operational decision making body for NPCC and being the mechanism by which all Chief Officers of police consider national operational issues.”

3.4.2. There are currently 59 chief officers (chief constables or equivalent) including the Chair, Home Office forces (48), PSNI, Scotland, British Transport Police, Civil Nuclear Constabulary, Ministry of Defence Police, Royal Military Police, RAF Police and the Royal Navy Police. In addition CEO of the College of Policing and Director General of the NCA are serving chief constables and eligible as full members.

3.4.3. The 59 chief officers constitute Chief Constables’ Council and are eligible to attend and vote on decisions.

3.4.4. Decisions will be made whenever possible by consensus, should there be a need to vote this will be conducted by a show of hands with each chief officer present having one vote.

3.4.5. The quorum for Chief Constables’ Council is 30 chief officers.

3.5. Election of the NPCC Chair and Coordination Committee Chairs

3.5.1. The eligibility of members to vote for the Chair is not addressed in the current agreement. It is

RESTRICTED

proposed the NPCC body of chief police officers should be eligible to vote to elect an individual to the Chair of the NPCC.

3.5.2. It is also proposed the NPCC body of chief police officers are also eligible to vote for the Chairs of the 12 Coordination Committees.

4. SUMMARY

- 4.1. Chief constables are asked to agree/note the proposals in section 3 for inclusion into the Governance Schedule of the revised s22A Agreement.

Sara Thornton

Chief Constable

NPCC Chair

RESTRICTED

Appendix 1: NPCC Membership and Voting

Police Forces and Bodies	Chief Officers of police*	Chief Police Officers**	
		Officers	Staff
Avon and Somerset	1	4	1
Bedfordshire	1	7	2
Cambridgeshire	1	3	1
Cheshire	1	4	1
City of London	1	4	0
Cleveland	1	3	1
Cumbria	1	3	0
Derbyshire	1	5	1
Devon and Cornwall	1	5	3
Dorset	1	3	2
Durham	1	3	1
Dyfed-Powys	1	3	3
Essex	1	4	1
Gloucestershire	1	4	0
Greater Manchester	1	7	1
Gwent	1	3	1
Hampshire	1	4	3
Hertfordshire	1	6	3
Humberside	1	4	1
Kent	1	5	2
Lancashire	1	4	1
Leicestershire	1	3	3
Lincolnshire	1	4	1
Merseyside	1	5	1
Metropolitan Police	6	29	10
Norfolk	1	4	1
North Wales	1	3	1
North Yorkshire	1	5	0
Northamptonshire	1	4	3
Northumbria	1	4	3
Nottinghamshire	1	3	3
South Wales	1	5	2
South Yorkshire	1	4	2
Staffordshire	1	5	0
Suffolk	1	4	1
Surrey	1	4	2
Sussex	1	4	2
Thames Valley	1	6	3
Warwickshire	1	3	1
West Mercia	1	3	1
West Midlands	1	6	1
West Yorkshire	1	6	1
Wiltshire	1	3	2
Police Scotland	1	11	4
PSNI	1	6	1
British Transport Police	1	5	2
Civil Nuclear Constabulary	1	4	1
Ministry of Defence	1	4	1
Sovereign Base Area Police	0	4	0

RESTRICTED

The Isle of Man Constabulary	0	2	0
Guernsey Police	0	3	0
The State of Jersey Police	0	2	0
The Royal Military Police	1	4	0
The Royal Gibraltar Police	0	1	0
RAF Police	1	1	0
The Royal Navy Police	1	1	0
College of Policing	1	1	0
National Crime Agency	1		
NPCC	1	2	
Total	59	256	82

* A chief officer of police as defined under section 101 Police Act 1996 (as amended)

** All officers holding a substantive or temporary rank or appointment above that of superintending rank and including non-warranted staff in roles within Chief Officer teams in the Home Office forces and the Police Service of Northern Ireland, Police Scotland, British Transport Police and such other organisations from time to time. This includes the Chief Officer.

This page is intentionally
left blank

Chief Constables' Council

SPR/NPR – Process to Establish National Minimum Capacity Levels

Security classification: Official Sensitive
Disclosable under FOIA 2000: No
Author: ACC Chris Shead and ACC Jeremy Vaughan
Force/organisation: NPoCC/CC Vaughan
Date created: 09 September 2016
Coordination Committee: Operations
Portfolio: SPR/NPR Programme Board
Attachments @ paragraphs: None

1. INTRODUCTION/PURPOSE

- 1.2 To propose a process for establishing the National Policing Requirement (NPR) for each of the Strategic Policing Requirement (SPR) threat areas.

2. BACKGROUND

- 2.1 The SPR places an obligation on Chief Constables and PCCs to have regard to their forces' capacity and capability to contribute to the national response across the six key threats. It forms the basis of the Government's requirement of the service to act collectively to mitigate the national threats.
- 2.2 The NPR articulates the service's response to the SPR. In 2014, HMIC reviewed the service's response to the SPR and criticised the inconsistent understanding of the threat, and less than robust definition of the response across the threat areas. Only Public Order had established a national requirement in terms of capacity with the now well-established *******S31** PSU's.
- 2.3 In April 2014 CC Vaughan took responsibility for reviewing the NPR. It was clear from an early stage that a process for establishing the numbers required to mitigate each threat could not be progressed until the service had a clear understanding of current capacity across a wide range of portfolios.
- 2.4 In October 2014 Chief Constables agreed that NPoCC should develop a single methodology for defining national role profiles and an IT platform to collate and search capacity data. It was further agreed that each force would commit to reporting capacity against each agreed role profile on a quarterly cycle. This has been delivered and the service now has a defined methodology supported by a national IT system which is summarised below:
- 2.4.1 NPCC Committee leads establish and take responsibility for the role profiles they believe should be counted.

- 2.4.2 Each Chief Constable is responsible for reporting the details of staff who meet the role profile rules, with quarterly Chief Officer sign off to verify accuracy.
- 2.4.3 Mercury provides all forces with access to all the data enabling NPCC Leads and Chief Officers to compare and contrast data thereby informing decision-making regarding structures, threat, risk and resourcing.
- 2.4.4 The service now has a national capacity database covering 19 portfolio areas and 172 role profiles with effective governance, and ongoing collection, maintenance and transparency.

3. PROPOSAL

- 3.1 Having established a consistent methodology for defining role profiles and capturing data nationally, there now needs to be a mechanism to establish the numbers required for each role profile so that the respective NPCC Lead can determine the minimum national capacity levels to be set.
- 3.2 The challenges associated with determining the NPR in some of the threat areas is significant; particularly where our understanding of the scale of the demands and associated harms that we face is continually being refined (e.g. CSA and Cyber).
- 3.2 Discussions with National Leads thus far have therefore resulted in a proposed twin track approach whereby the NPR would be split into two elements:
 - Those threats that require a reactive/surge element in times of crisis, for example Public Order and Civil Contingencies, and
 - Those elements that may need reactive/surge elements but also have a degree of longevity and therefore have resources dedicated to that risk on a permanent basis. (The latter would include Large Scale Cyber, Organised Crime (OC) and CSA.)
- 3.3 The distinction between the two types of work is clear. Public Order and Civil Contingencies assets, more often than not, fulfil this function in addition to their core roles within organisations. However, the response to CSA, OC and Cyber tend to be provided through the provision of dedicated assets in accordance with respective organisational priorities.
- 3.4 It is recognised that it would be erroneous to suggest that the overall response to these crimes is through the provision of dedicated assets alone (it is cross-cutting); but for the purposes of determining the NPR it is these assets that should be of interest.
- 3.5 It is proposed that, for the reactive elements (Public order and Civil Contingencies), the National Lead establishes a minimum number for each area. This is important as these officers will ordinarily 'double hat' and minimum numbers are necessary to generate a greater level of assuredness regarding national capabilities so that, when the unexpected happens, we are able to respond effectively. An example of where we have already done this is in setting the 297 PSUs.
- 3.6 As regards CT, the Counter Terrorism Co-ordination Committee (CTCC) has already overseen the development of a new National Police Counter-Terrorism Strategy to cover the period 2016-2021. The intention is to publish a redacted version of this towards the end of the year once the Government's review of CONTEST has concluded. The Strategy sets out the priority areas for the National CT Policing Headquarters and the CT Network and identifies activity that needs to be delivered within the next 12-18 months. This activity will involve investment and change consistent with the findings of the Governments Strategic Defence and Security Review (SDSR) and the recommendations identified within the recent DRR review. The SDSR and DRR processes identified the need for growth to keep pace with the threat whilst generating efficiencies to balance the budget for the SDSR period. As these reviews have already been conducted so recently, it is unlikely that any further review of resources dedicated to CT policing need be conducted at this time.

- 3.7 Where resources are routinely dedicated (Cyber, OC and CSA), a definitive baseline figure would be established based on current and planned investment across forces nationally. This will help the Lead determine whether the risks are capable of being effectively managed, particularly in view of the fact that each force is now adopting an increasingly consistent approach to assessing their local threats (e.g. through the use of the MORILE tool)¹. Whilst this avoids asking for a specific number to be determined for each role profile in each threat area, it will require professional judgement from the individual best placed to help make this assessment.
- 3.8 During discussions with the SPR leads, this bottom up approach has found favour and therefore the process to establish the numbers of dedicated resources in each Force area has commenced. The starting point has been Mercury, but early indications suggested the need to also ask some pertinent questions of forces to clearly articulate what the baseline is and any planned growth that Forces may have.
- 3.9 This work is being co-ordinated by NPoCC in consultation with the national leads.
- 3.10 For those areas where resources are surged (PO and civil contingencies), the establishment of the required numbers will be co-ordinated through the POPS and Civil Contingencies governance boards, utilising the existing planning assumptions, with NPoCC assisting as necessary.

4. DECISIONS REQUIRED

- 4.1 Chief Constables are asked to:
- i. Note the contents of the report and support the revised approach to establishing the NPR numbers.
 - ii. Agree that NPR numbers and baselines will be established by April 2017.
 - iii. Agree that the National lead, with the support of NPoCC, should take appropriate steps to rectify the situation where shortfalls or oversupply are identified and report back to Chiefs Council as necessary.

Peter Vaughan

Chief Constable

¹ The Management of Risk in Law Enforcement

RESTRICTED

This page is intentionally
left blank

Chief Constables' Council

Introduction of a replacement Conductive Energy Device for UK policing

12/13th October 2016

S31 & S43 see refusal notice

Chief Constables' Council

MoU with Department for Work and Pensions

12/13 October 2016

Security classification:	Not Protectively Marked
Disclosable under FOIA 2000:	Yes
Author:	CI Steve Lyne
Force/organisation:	NPCC Forensic Portfolio
Date created:	2/8/16
Coordination Committee:	NCOCC
Portfolio:	Forensic
Attachments @ paragraphs:	

1. INTRODUCTION/PURPOSE

- 1.3 The attached papers regard a MoU with the Department for Work and Pensions in regard to the investigation of criminal activity regarding DNA paternity testing.

2. BACKGROUND

There are currently approx. 4300 DNA tests carried out annually to resolve disputed parentage. The majority of these tests resolve disputed parentage for the purpose of maintenance payments, however in a small number (approx. 30 a year) the results are disputed and a criminal investigation is launched by the Department of Work and Pensions Child Maintenance Group (CMG).

The CMG currently have no powers to arrest and will therefore, in cases of suspected criminal activity, request the local police force to arrest and take a DNA sample. Unfortunately, the current policy of the National DNA and Fingerprint Databases (NDNADF) does not allow results from PACE DNA samples to be compared with DNA samples previously obtained by the CMG which means that investigations become difficult to progress.

3. PROPOSAL

- 3.1 The attached MoU will allow access to the DNA data and gives an undertaking that police forces will, upon receipt of a request from CMG, where there is a suspicion of fraud and it is considered appropriate, facilitate the investigation by arresting the relevant individual and take a PACE DNA sample. Whilst it is critical that we do not allow scope creep in the use of the NDNAD data, this is a legitimate use by a partner government agency for the purposes of investigation and detecting crime.

4. CONCLUSION

RESTRICTED

- 4.1 The operational impact of this MOU is believed to be minimal with so few investigations each year; however it is essential for the effective investigation of these criminal offences. The NDNAD Delivery Unit will also be available to offer advice to forces when dealing with these requests.

5. DECISIONS REQUIRED

Chief Constables/NCOCC are asked to agree the MoU and support any applications received

Name of Person Submitting – Steve Lyne

Rank – Chief Inspector

Coordination Committee Area/Portfolio – Forensic Portfolio

Submitted on behalf of Chief Constable Debbie Simpson - NPCC forensic Portfolio lead

Paper 4.1 NDNAD Strategy Board (25th March 2015)

[RETURN TO CONTENTS/AGENDA](#)

The Investigation of Criminal Activity in Relation to DNA Paternity Testing

1. Background and Introductory

1.1 The Child Maintenance Group (CMG) of the Department for Work and Pensions investigates suspected criminal activity around the DNA paternity testing process. This testing is used to establish parentage and so liability to pay child maintenance. The testing process is however exposed to fraud, typically where the suspected parent substitutes an accomplice's DNA sample for his own. This results not only in parents fraudulently evading their child maintenance responsibilities but also in the wider perpetuation of the belief that this type of criminality can work.

1.2 This paper has been prepared jointly by the CMG and Home Office Police Science and Technology Unit. It requests the Board's agreement in principle to use of the NDNAD for investigation of such frauds. In the event that the Board agrees in principle, further work will be carried out on procedural and technical issues, such as liaison between forces and CMG, profile comparison and data handling, and a more detailed proposal presented.

2. Child Maintenance Group: Background, Role and Structure

2.1 DWP's Child Maintenance Group ('CMG') operates under the provisions of the Child Support Act 1991, as amended and added to by the Child Support, Pensions & Social Security Act 2000 and the Child Maintenance and Other Payments Act 2008. There are also a number of statutory instruments of relevance to CMG's work.

2.2 CMG is part of the Department for Work and Pensions. From November 2013, the Child Support Agency ('CSA') stopped taking on new child maintenance cases and was effectively superseded by the Child Maintenance Service ('CMS'), which started taking over new cases from December 2012. CMG is responsible for the operation of both bodies. In this note, reference will only be made to the CMS, but legacy CSA cases may be equally relevant, and the use of 'CMS' should be construed accordingly.

2.3 The CMG Financial Investigation Unit ('FIU') is responsible for the investigation of financial irregularities in child maintenance cases and the investigation of all suspected criminal offences surrounding child maintenance. In the main, this concerns fraud committed by those required to co-operate with CMS in the calculation, payment and collection of child maintenance.

3. Child Support Maintenance

3.1 'Child maintenance' is financial support which helps towards a child's everyday living costs when the parents have separated. A non-resident parent ('NRP') may be required to make regular payments to the 'parent with care' (PWC). Child maintenance payments can be made through informal family-based arrangements, court orders (which usually require the consent of both parties), or those enforced through the Child Maintenance Service (CMS). This paper deals with the latter.

3.2 Any person with day to day care of a child can apply for maintenance of that child from either parent. Typically, this will be where either a long term relationship fails, or where a child is born outside of a formal on-going relationship. The application is made to CMS.

3.3 Once the application has been received and processed, the person named as the NRP is contacted and asked if they accept paternity of the child.

- If they accept that they are the biological parent, they are means assessed and are required to pay maintenance accordingly
- If they do not accept, this is the first point at which DNA testing is offered (see 'Disputes Over Parentage' below).
- If the NRP does not respond to the initial contact from CMS or if they later fail to comply with providing a sample for DNA testing, CMS has the power to assume paternity where the parents were married at the time of conception and or the father is named as such on the birth certificate

3.4 The calculation of child support maintenance is thereafter performed in accordance with a formula detailed in the Child Support Act 1991, Schedule 1. In the event of non-payment following a maintenance calculation, the CMS will contact the non-resident parent to find out why they have not paid. If the situation is not resolved, the CMS can take steps to take funds directly from the NRP's earnings, from their bank account or make various applications to court for remedies ranging from imprisonment to forcing the sale of property.

4. Disputes Over Parentage

4.1 An alleged NRP may dispute parentage at any stage in the child support maintenance process. Disputes can be resolved by offering a DNA test. This is provided for under the Child Support Act 1991 s 26. There is no power to require a person to provide a DNA sample under child support legislation, but if a person declines to do so, a court may draw an adverse inference.

DNA Tests

4.2 Where the alleged non-resident parent agrees to participate in a DNA test the testing procedure is as follows:

Stage 1: Obtaining the Sample from the alleged NRP

- Cellmark (the DNA testing company exclusively used for parentage tests) sends an information pack to the alleged NRP.
- The alleged NRP chooses a doctor to do the test.
- The doctor receives a testing kit from Cellmark.
- The doctor sees the alleged NRP and takes a sample (either from the mouth, or a blood sample).
- The doctor returns the testing kit and sample to Cellmark.
- The parent with care and the child are also tested in a similar manner.

Stage 2: Testing

- Samples from the PWC, Child/Children and alleged NRP are received at Cellmark in tamper-proof evidence bags with completed identification paperwork and photographs of the persons who provided the samples on the day of testing.
- The samples and paperwork are fully reviewed to ensure Cellmark's requirements are met. Any samples which do not meet Cellmark's requirements are put on hold and clarification obtained via customer services.
- Once all samples have been received in a case the samples are processed in the laboratory using a DNA profiling system known as Identifiler. Identifiler DNA profiles are produced by

amplifying sixteen different areas of DNA. This includes a marker known as Amelogenin which indicates the gender of the donor.

- In each of the fifteen areas of DNA tested, up to two DNA markers are observed in an individual's DNA profile. One marker will have been inherited from the mother and the other marker will have been inherited from the biological father. By comparing the DNA profile obtained from the child to the DNA profile of the mother, it is possible to determine the maternally inherited markers. The remaining paternal markers must therefore have been inherited from the biological father.
- If the alleged NRP is the biological father of the child then he would be expected to match the paternal marker in each DNA test performed.

Stage 3: Analysis, Reports and Further Tests

- The alleged NRP is excluded from being the father of the child in cases where there are three or more areas of DNA where there is a non-matching paternal marker between the alleged NRP and the child. A paternity excluded report is issued.
- If the alleged NRP is not excluded from the paternity of the child then a DNA Paternity Report is issued which provides evidence for the alleged NRP being the biological father of the child in the form of a percentage likelihood of paternity. A statistical calculation is carried out using specific software to determine the likelihood of the alleged NRP being related to the child as the father rather than if they were unrelated. This is known as the combined paternity index.

5. Disputed Test Results

5.1 Currently, 4,200–4,500 DNA tests are carried out annually to resolve cases of disputed parentage. In about 89% of tests paid for by the alleged NRP, and 72% of tests paid for by the CMS, the result shows beyond a reasonable doubt that the alleged NRP is indeed the biological parent. Liability for paying child maintenance is duly established. In about 10-15% of cases where the test result shows that the alleged NRP is not the biological father, the mother disputes the result.

Obtaining Further Information from the Mother

5.2 In these circumstances, the mother would be interviewed by a CMG FIU investigator. The interview would aim to establish the basis on which she believes the alleged NRP is the father by obtaining the following evidence:

- A statement from the mother that the photograph of the person who provided the sample is not in fact the alleged NRP.
- A statement from the mother agreeing that the photograph is of the alleged NRP, but the weight of her other evidence suggesting there is still a real doubt that that person provided the sample.
- Obtaining intimate details surrounding the conception and any other relationships the mother may have had at that time.

5.3 In some 90-95% of cases this interview results in a person other than the alleged NRP being identified as the father. The remainder of cases – i.e. where the mother's evidence and the test result cannot be reconciled - result in the opening of a criminal investigation by FIU. These number between 20 and 40 cases per year.

Indications of Close Relatives and Y-STR Testing (short tandem repeat (STR) on the Y-chromosome.)

RESTRICTED

5.4 In addition to obtaining further information from the mother where a fraudulent test is suspected and the mother has not said that the photo is not of the alleged NRP, further investigation can be done on the sample provided to determine the likelihood of the alleged NRP being related to the child as a close relative rather than if the alleged NRP is unrelated to the child. This is known as the Avuncular Index (AI).

5.5 Y-STR testing can only be done where the subject child is male and can identify only close familial relationships.

5.6 If the AI figure is 1.1 or greater then the CMS officer will be contacted to clarify whether or not a close relative of the alleged NRP could be the father of the child. If this is a genuine possibility then a close relative DNA paternity testing report will be issued that states that the alleged NRP is excluded from the paternity of the child but will also state the likelihood that the alleged NRP is closely related to the child.

5.7 The outcome of this test may show that a relative of the alleged NRP such as his brother or father could be the father of the child. This may mean that either a) the mother was incorrect in her beliefs about parentage and had in fact fathered a child to the alleged NRP's brother, father etc or (more likely in practice) b) the brother or father of the alleged NRP may have given a sample on behalf of the alleged NRP and it is therefore the uncle and niece/nephew or grandparent/grandchild relationship that is being detected.

5.8 If the mother has stated that a close relative of the alleged NRP cannot be the father then a standard paternity excluded report will be issued.

5.9 In cases where the AI figure is less than 1.0, Cellmark will state that there is no indication that the alleged NRP can be related to the child as a close relative. If the AI figure is greater than 1.0 then statistically this provides support for the alleged NRP being related to the child as a close relative.

6. Criminal Investigations and Prosecutions

6.1 FIU's investigations have shown that a number of schemes are used by NRP's to subvert the DNA testing process. These are:

- A close relative (typically the brother) provides the sample to the doctor instead of the alleged NRP. The GP is misled. This scheme is usually (but not always, due to similar appearances) identified once the mother sees the photograph provided by the tester and confirms it is not the alleged NRP.
- The alleged NRP selects a tester where he is unknown and uses photos of himself, but sends someone who looks like himself with false supporting ID to provide the sample, producing a negative result.
- The sampling kit is intercepted prior to its arrival at the doctor's (usually with the help of an employee at the GP's surgery). The declaration slip that the tester would normally complete is forged and the sample is switched with that provided from an unknown 3rd party.
- The tester (typically the GP) is threatened or bribed to take the sample from a 3rd party.

6.2 The overwhelming majority of cases fall into the first three of these categories.

6.3 Following the interview with the mother and possible Y-STR testing, the FIU will open a criminal investigation. The usual process is to invite the alleged NRP to be interviewed under caution by FIU investigators. The alleged NRP will also be invited to submit a further test. Of course, in categories 1-

3 above, the result of such a second test would show that they did not submit the original test, that two separate persons DNA have now been tested.

6.4 If the alleged NRP agrees to a second test the testing process will be much more closely overseen by FIU than is the case with the normal test. CMG has the capability to take the sample themselves in-house. Alternatively we will offer the alleged NRP the opportunity to attend a GP or hospital local to our office. The risk of criminal intervention in the second testing process is therefore negligibly low.

6.5 Once a new sample is obtained from the alleged NRP by a CMS FIU officer it is submitted to Cellmark for comparison against the sample provided in the original test. The DNA profile obtained from the new sample is compared with that obtained from the original sample. If the DNA profiles are different, then this indicates that the DNA samples could not have originated from the same individual. In this case, a further paternity analysis is then carried out to determine the likelihood that the alleged NRP is, in fact, the father. A witness statement is then provided detailing the results of the testing.

6.6 Where it is established that the alleged NRP did not provide the first sample, that would usually provide CMS FIU with sufficient evidence to refer the case to CPS for prosecution. Without being able to test the alleged NRP, it is however not possible to conclusively prove that he did not provide the first sample.

Involving Police & CPS

6.7 FIU has no power of arrest and no way of compelling NRPs suspected of committing criminal offences to attend interview. Therefore, where FIU suspects criminal activity but the NRP is unwilling to provide a sample, a request that they be arrested and interviewed under caution by police is made.

6.8 Where police do arrest the NRP, he is taken into police custody in the usual way. A sample may be taken either under the PACE power of arrest or voluntarily. A profile derived from this sample is loaded to the NDNAD in the normal manner. Under current rules, CMG are unable to compare this profile with the profile derived from the paternity testing process described above.

Offences Charged

6.9 Prosecutions in relation to child maintenance fraud are brought by the Crown Prosecution Service. Conduct relating to fraudulent activity around DNA testing is usually charged under the Fraud Act 2006 and the common law offence of conspiracy to defraud.

7. The Shortcomings in the Current Position

7.1 CMG wishes to make use of the DNA profiles taken under PACE, and the NDNAD, to address the following issues in prosecuting those involved in fraudulent DNA testing.

Issue 1: Obtaining Evidence of Fraud by Alleged NRP

7.2 CMG wish to compare a profile taken under PACE from a person who has been arrested for suspected fraud with the profile supplied for paternity testing which purports to be from that person. This does not require a search of the NDNAD. A failure to match is indicative of an attempted fraud.

Issue 2: Identifying Accomplices

7.3 In the event that the two profiles above do not match, the inference is that the profile supplied for paternity testing was provided by an unknown accomplice. A search of the NDNAD could identify that accomplice.

8. The Legal and Policy Position

Purposes for which PACE profiles may be used

8.1 Under Section 63T of PACE:

- (1) Any material to which section 63D, 63R or 63S applies must not be used other than:
- (a) in the interests of national security,
 - (b) for the purposes of a terrorist investigation,
 - (c) for purposes related to the prevention or detection of crime, the investigation of an offence or the conduct of a prosecution, or
 - (d) for purposes related to the identification of a deceased person or of the person to whom the material relates.

8.2 The uses envisaged under issues 1 and 2 above involve investigation and prosecution of criminal offences and so fall within c) above.

Limitation on searching to law enforcement authorities

8.3 Section 63A of PACE (as amended) limits searching of profiles taken under PACE powers and stored on a database to 'law enforcement authorities' as indicated below.

63A — Fingerprints and samples: supplementary provisions.

- (1) Where a person has been arrested on suspicion of being involved in a recordable offence or has been charged with such an offence or has been informed that he will be reported for such an offence, fingerprints, impressions of footwear or samples or the information derived from samples taken under any power conferred by this Part of this Act from the person may be checked against—
- (a) other fingerprints, impressions of footwear or samples to which the person seeking to check has access and which are held by or on behalf of any one or more relevant law-enforcement authorities or which are held in connection with or as a result of an investigation of an offence;

(b) information derived from other samples if the information is contained in records to which the person seeking to check has access and which are held as mentioned in paragraph (a) above.

(1ZA) Fingerprints taken by virtue of section 61(6A) above may be checked against other fingerprints to which the person seeking to check has access and which are held by or on behalf of any one or more relevant law-enforcement authorities or which are held in connection with or as a result of an investigation of an offence.

(1A) In subsection (1) and (1ZA) above 'relevant law-enforcement authority' means–

(a) a police force;

(b) *****S23

(c) [deleted]

(d) a public authority (not falling within paragraphs (a) to (c)) with functions in any part of the British Islands which consist of or include the investigation of crimes or the charging of offenders;

(e) any person with functions in any country or territory outside the United Kingdom which–

(i) correspond to those of a police force; or

(ii) otherwise consist of or include the investigation of conduct contrary to the law of that country or territory, or the apprehension of persons guilty of such conduct;

(f) any person with functions under any international agreement which consist of or include the investigation of conduct which is–

(i) unlawful under the law of one or more places,

(ii) prohibited by such an agreement, or

(iii) contrary to international law,

or the apprehension of persons guilty of such conduct.

8.4 It is suggested that CMG falls within the definition of a public authority in section 63A(1A)(d) above, insofar as it carries out the investigation of frauds relating to paternity testing. However, whether it does or not may not be significant for current purposes, given the involvement of a police force in taking a PACE profile from the person arrested on suspicion of fraud.

NDNAD Strategy Board Access Policy and NDU Match Reporting Policy

8.5 The 'NDNAD Strategy Board Policy for Access and Use of DNA Samples, Profiles and Associated Data: Policy Document' (CUSTP-GP-029) defines at page 7 a 'law enforcement authority' as 'any organisation which is authorised to take samples under PACE'. Section 9 of the document lists 'LEAs authorised to take samples (in accordance with this policy) for generation of a profile record for retention on the NDNAD'. These are UK police forces (including the National Crime Agency), and HM Revenue and Customs. Section 9 also lists 'organisations authorised to receive data from and request specific searches to be performed from the NDNAD'. There is only one of these, the Criminal Cases Review Commission.

8.6 The NDU 'Match Reporting Policy for the NDNAD' (CUSTP-GP-006) states at section 8.22 that 'match and elimination reports are sent to each force owner of a sample record in a match'.

Conclusions on legal and policy constraints on the proposal

8.7 Issue 1 above involves comparison of profile A (a PACE profile taken by a police force) with profile B (a profile taken for paternity testing purposes). This falls within the overall purposes laid down in s.63T. Given the constraints of the NDNAD policies quoted above, the most straightforward approach seems to be to report any match to the police force.

8.8 Issue 2 above involves comparison of profile B with all profiles on the NDNAD. This falls within the overall purposes laid down in s.63T. Given that this comparison will take place only after comparison of profiles A and B as stated above, and the constraints of the NDNAD policies quoted, the recommended approach is also to report any match to the police force who own profile A.

8.9 In each case the force would then liaise with CMG FIU as necessary. Further force and CMG FIU input will be sought on what would be involved in this.

Technical constraints on profile comparison

8.10 As stated above, profiles for paternity testing purposes are currently produced using the Identifiler chemistry. It is understood that the Identifiler, DNA-17 and SGM Plus chemistries all use the amelogenin gender marker and 10 further loci; however the additional loci used by DNA-17 and Identifiler differ. In principle, it appears that a match to the same level of accuracy as comparing two SGM Plus profiles could be obtained by comparing an Identifiler profile with SGM Plus and DNA-17 profiles. Further discussions will be held with the NDNAD Delivery Unit on this point.

9. Overall conclusion

9.1 It is recommended that the Strategy Board agree to use of DNA profiles and the NDNAD for the purposes shown in paragraphs 7.2 and 7.3 above, and that match reports should be provided to relevant police forces as described in paragraph 8.9.

Our Ref: G Pugh\

2016

TO ALL CHIEF CONSTABLES

Dear Chief Constable,

INVESTIGATION OF CRIMINAL ACTIVITY IN RELATION TO DNA PATERNITY TESTING

I write to alert you to an approach by the Department of Work and Pensions to access DNA data from the National DNA and Fingerprint Databases (NDNAFD) that is to be covered by a Memorandum of Understanding between the Home Office, NPCC and Department of Work and Pensions Child Maintenance Group (CMG).

This involves establishing the parentage of a child in order for child support maintenance payments to be made under the Child Support Act 1991. Where parentage is disputed, a non-resident parent can be asked to provide a DNA sample and the resulting DNA profiles is compared to a DNA profile obtained from the child so that maintenance payments can be made to the parent with care. Currently around 4,300 DNA tests are carried out annually to resolve disputed parentage and in the vast majority this will resolve the matter sufficiently for maintenance payments to be made. In a small number of cases (estimated at around 30 per year) the parentage is disputed and a criminal investigation is instigated by the CMG Financial Investigation Unit (FIU). There are some instances where a close family member e.g. a brother has posed as the non-resident parent resulting in a negative parentage test but revealing a DNA link.

The CMG-FIU have no powers to arrest and they will therefore, in cases of suspected criminal activity, request that the local police force makes an arrest and take a DNA sample under PACE. However, the policy of the NDNAFD does not currently allow the results from the PACE DNA sample to be compared with DNA samples previously obtained by the CMG. The MoU will allow access to this DNA data and gives an undertaking that police forces will, upon receipt of a request from CMG, where there is a suspicion of fraud and it is considered appropriate, facilitate the investigation by arresting the relevant individual and take a PACE DNA sample. The MoU sets out the requirements and representation of all parties and is available from the NDNAFD Delivery Unit.

With the agreement of the I have signed the MoU as chair of the NDNAFD Strategy Board, and a Data Controller in Common for the NDNAFD, and wish to inform you of the operational implications. Whilst it is critical that we do not allow scope creep in the use of the NDNAFD data, this is a legitimate use by a partner government agency for the purposes of investigation and detecting crime and I hope that, in the very limited occasions when this arises, you will be able to support the CMG investigation.

Yours sincerely

Gary Pugh

MEMORANDUM OF UNDERSTANDING ('MoU') IN RESPECT OF THE INVESTIGATION AND PROSECUTION OF FRAUD IN RELATION TO DNA PATERNITY² TESTING

xx 2016

Definitions

1. In this MoU:

- a) 'ANRP' means the alleged non-resident parent who would be liable to pay child maintenance if it was determined that they were the non-resident parent;
- b) 'CMG' means the Child Maintenance Group of the Department for Work and Pensions (DWP);
- c) 'CMGFSP' means a forensic service provider approved by NDU who acts on behalf of CMG;
- d) 'CMG Paternity Test Cases' means CMG investigations into suspected paternity test fraud where the assistance of a police force is requested by CMG;
- e) 'DNA profile' means a series of markers, including a gender marker, derived from a sample of DNA;
- f) 'DPA' means the Data Protection Act 1998
- g) 'FSP' means a forensic service provider; a laboratory charged with the processing of a DNA sample to produce a DNA profile;
- h) 'Management Information' means information on the volumes of paternity test fraud cases being investigated by CMG in order to assist NPCC and NDU with their forward planning and resourcing.
- i) 'MoU' means this Memorandum of Understanding;
- j) 'NDNAD' means the National DNA Database;
- k) 'NDU' means the NDNAD Delivery Unit;
- l) 'NPCC' means the National Police Chiefs Council;
- m) 'PACE' means the Police and Criminal Evidence Act 1984
- n) 'PACE sample' means a non-intimate sample to which the restrictions of PACE apply
- o) 'Participants' means CMG, NDU and NPCC;
- p) 'paternity' means the parental status of an individual;
- q) 'The working process' means the process for paternity fraud investigation set out under Annexes 2 & 3 of this MoU;

² The Non Resident Parent is almost always the father. However, the processes outlined would apply equally where the NRP was the mother. Throughout this document, the use of the male pronoun should be construed to refer equally to female NRPs.

Participants to this Memorandum of Understanding ('MoU')

2. This MoU is made between:

- a) the Child Maintenance Group of the Department for Work and Pensions ('CMG')
- b) the National Police Chiefs' Council ('NPCC'); and
- c) the National DNA Database (NDNAD) Delivery Unit ('NDU')

The CMG approved forensic service provider ('CMGFSP') (who **must** also be approved by the NDNAD Strategy Board) who will undertake DNA profiling and paternity testing activities on behalf of CMG will be made aware of the content of this MoU.

Introduction

- 3. At its meeting on 25th March 2015, the NDNAD Strategy Board expressed its approval, in principle, for certain data held on the NDNAD to be used for the purpose of criminal investigations into paternity fraud undertaken by CMG.
- 4. However, the Board expressed some concerns as to how these data were to be accessed and shared and suggested that the details of the proposed new arrangements between police forces (represented by NPCC), CMG and NDU be clarified in an MoU.
- 5. Further background information to this work is set out under [Annex 1](#).

Objectives

- 6. The overarching purpose of this MoU is to set out how the Participants will work together in certain limited capacities in order to assist CMG in the investigation of cases of paternity fraud. Essentially, this will involve the exchange of DNA data in order to detect crime and assist with the prosecution of offenders; further details are provided under Annex 1.
- 7. The Participants agree that that they will only use PACE samples/profiles or information obtained from them for the purpose outlined under paragraph 6 above. In particular, they **will not** use (or allow others to use) such material for the purpose of determining the paternity of any individual.

The Working Process

- 8. The working process is set out under Annexes 2 & 3.

General Roles and Commitments of the Participants

- 9. The Participants will:
 - a) act pursuant to the objectives outlined at paragraphs 6 and 7 above.
 - b) ensure that cases are investigated efficiently and effectively, thereby ensuring the best use of public funds;

- c) act in a manner compliant with the law, in particular the Police and Criminal Evidence Act 1984 (PACE) (especially the obligation not to use information after it is required to be destroyed), the Data Protection Act 1998, the Human Rights Act 1998, and any other relevant legislation;
- d) comply with any guidance issued in this area, in particular, 'The NDNAD Strategy Board Policy for Access and Use of DNA Samples, Profiles and Associated Data' issued by the Home Office;
- e) communicate effectively and efficiently, including the full and timely exchange of any information relevant to the process; and
- f) follow up any opportunities which arise to refine the process.

Specific Roles and Commitments of the Participants:

10. CMG will be responsible for:

- a) identifying the alleged non-resident parent ('ANRP') in the case;
- b) arranging for the ANRP to be sampled;
- c) following profiling, if their profile could not have contributed to the child's profile, deciding whether this is likely to be due to fraudulent activity by them and/or an individual acting on their behalf;
- d) where fraud is suspected, deciding whether to refer the case to the police to investigate further;
- e) sharing their case files with the Crown Prosecution Service in order for them to decide whether or not a prosecution should be proceeded with.

11. The police will be responsible for:

- a) upon receipt of evidence from CMG, where there is a suspicion that fraud may have been committed and it is considered appropriate, arresting the suspect to facilitate the investigation and taking a sample under PACE; and
- b) submitting the PACE sample to their FSP for profiling.

12. NDU will be responsible for:

- a) on request from the CMGFSP, releasing the PACE profile from the arrested suspect to the CMGFSP; and
- b) where appropriate, carrying out a non-routine speculative search of the NDNAD with the DNA profile from the original donor individual purporting to be the ANRP.

13. The force FSP will be responsible for:

- a) profiling the PACE sample taken from the suspect;
- b) loading the profile to NDNAD; and
- c) informing the force of the results of the non-routine speculative search of the NDNAD detailed in clause 11b.

14. The CMGFSP will be responsible for:

- a) profiling the sample taken from the ANRP;

RESTRICTED

- b) requesting the PACE profile of the suspect from NDU;
- c) assessing whether the PACE profile matches the ANRP profile;
- d) informing CMG of the results;

Where the CMGFSP and force FSP are the same, the PACE profile **must** be obtained from NDU through a profile release request and **not** through internal company transfers.

Costs

15. Any costs incurred by the Participants over and above those incurred as part of business as usual arising as a result of complying with this MoU, will be met by CMG.

Monitoring the MoU

16. The MoU will be reviewed by all the Participants one year following the date on which it comes into effect, and every five years thereafter, or as requested by the participants in order to ensure that it still fulfils its aims.

Disputes and Escalation Process

17. Any dispute in relation to the conduct and handling of CMG Paternity Test Cases, or the failure of any of the Participants to comply with this MoU, will, in the first instance, be resolved locally. Where this is not possible the matter will be escalated as follows:
- a) CMG: the CMG Head of the Financial Investigations Unit and Central Legal Services;
 - b) NPCC: the Chair of the NDNAD Strategy Board; and
 - c) NDU: the Head of NDU.

Exchange of Information

18. The legal basis for the exchange of information under this MoU by:
- a) the NPCC comes from sections 63A and 63T of PACE (as well as common law powers);
 - b) CMG comes from its section 2 of the Fraud Act 2006 and conspiracy to defraud under common law powers derived as a result of being part of a government department i.e. DWP.
19. All exchanges of information between the Participants will be handled in accordance with:
- a) the DPA, the Human Rights Act 1998, and any other relevant legislation; and
 - b) 'The NDNAD Strategy Board Policy for Access and Use of DNA Samples, Profiles and Associated Data' issued by the Home Office.
20. Where it is believed that useful lessons can be learned about particular completed cases or types of cases the Participants will hold a joint de-briefing meeting. Where lessons are identified, the Participants will disseminate them across their organisations as appropriate.

21. CMG will provide NPCC and NDU with management information on the volumes of paternity test fraud cases being investigated by CMG in order to assist NPCC and NDU with their forward planning and resourcing.

Archiving, retention, retrieval and destruction of information

22. Each of the Participants will be responsible for the archiving, retention, retrieval and destruction of their own documents, files and other materials in relation to this MoU.
23. The Parties agree that material exchanged under this MoU will be held securely and only for as long as is necessary, in compliance with the requirements of the DPA.

Requests for information from the public

24. Where any of the Participants receives a request for information, they will ascertain what information they hold and respond to the requester accordingly. Where they do not hold the information, but believe it may be held by another Party, they will, after first liaising with the other Participants, respond to the applicant within two working days informing the applicant that they do not hold the information and providing them with the alternative Party's appropriate contact details.
25. All requests for information from members of the public for information held about them will be handled in accordance with the subject access provisions of the Data Protection Act 1998. All other requests for information will be handled under the Freedom of Information Act 2000 and any other relevant legislation.
26. The Chair of the NDNAD Strategy Board will act as Data Controller in Common with the relevant Chief Officers of Police for all data held within the NDNAD. The data owner will be the Force that completed the DNA sampling. The Chair will confirm the boundaries for the various data processors within the end to end DNA processes: from collection, labelling, transmission, analysis, searching, reporting and any other process deemed necessary. This will include an oversight of the contracts, Service Level Agreements and data and security exchange protocols. The data controller of samples taken by CMG will be appointed within 28 days of the date on which this MoU comes into effect.

Miscellaneous

27. An up to date list of contact details for the relevant staff under this MoU will be retained by all the Participants.

RESTRICTED

28. This MoU may be modified by approval in writing by all the Participants.

29. The MoU comes into effect on [the day it is signed] and expires on [date 5 years hence].

Geographical Extent

30. This MoU applies to England and Wales only.

Signed

For the Secretary of State for the Department of Work and Pensions For the National Police Chief's Council



Marc Gill
Director of Enforcement

Gary Pugh
Chair, National DNA and Fingerprint Strategy Board

Date: 21/04/2016

Date:

For the Secretary of State for the Home Department

Kirsty Faulkner
Head of the National DNA Database Delivery Unit

Date:

Annex

1: Background and Purpose

1. Where an ANRP denies that they are the parent of a child, and refuses to pay child maintenance, they can be asked to take a DNA test to establish this. A DNA sample is taken which is then sent directly to the approved CMGFSP. The CMGFSP compare DNA taken from the ANRP and the child to provide a report on the likelihood that the two are related and therefore whether the ANRP is the non-resident parent and liable to pay child maintenance.
2. This process provides a reliable and effective method of establishing parentage. It is, however, subject to fraud where an accomplice's DNA sample is submitted in order to secure a 'negative' result and thereby evade responsibility for paying child maintenance.
3. CMG are responsible for investigating such criminal activity and will usually approach the ANRP to request a fresh sample for further testing. They do not, however, currently have any powers to compel them to provide a sample so if the ANRP refuses to comply, there is currently little further that can be done to obtain one.
4. Under the process enabled by this MoU, where CMG consider that they have sufficient evidence of fraud by the ANRP, they will contact the police. If the police are satisfied that there are sufficient grounds, they will arrest them to facilitate the investigation and take a non-intimate sample of DNA under section 63 of PACE (the 'PACE sample'). An interview under caution would usually then be conducted by CMG investigatory staff.
5. Police would then submit the PACE sample to their FSP³ who would profile it and upload the profile to the NDNAD. The PACE profile would then be compared to the profile taken by the CMGFSP. Where the two profiles were different, this would provide compelling evidence that an accomplice of the ANRP had provided the sample instead of the ANRP and would, almost certainly, in the absence of a satisfactory explanation, provide sufficient evidence to mount a prosecution.
6. Under current arrangements, CMG will have no access to the NDNAD, the PACE sample or the profile associated with the sample. Under no circumstances will CMG use the PACE sample and/or profile for paternity comparison to determine whether the arestee is the non-resident parent and therefore liable to pay child maintenance.

³ This may or may not be the same company as the CMGFSP

Annex 2: The Working Process

Process A: To Detect Fraud by the ANRP

Where:

R1 refers to Reference Sample 1 (the claimant parent) and RP1 to their DNA profile.

R2 refers to Reference Sample 2 (the ANRP) and RP2 to their DNA profile
(this is the original sample collected for the purpose of the paternity test).

R3 refers to Reference Sample 3 (the child) and RP3 to their DNA profile.

R4 refers to Reference Sample 4 (taken under PACE) and RP4 to the PACE DNA profile *(this is the sample collected by the police in the event of an arrest on suspicion of fraudulent provision of a sample for the purpose of the investigation of a NRP).*

1. R2 is provided to CMG under the name of the ANRP.
2. RP2 is generated from R2 by CMGFSP. The CMGFSP will undertake paternity testing of the ANRP and the profiles of the mother (RP1) and child (RP3) to establish whether the ANRP is definitely the father.
3. Following the paternity test, CMG receive the report from CMGFSP. They will then make further enquiries and may decide to approach the police to arrest and interview the ANRP if they suspect that fraud has been committed.
4. The police consider the request and may arrest the ANRP and obtain a DNA sample under PACE (R4).
5. The police send R4 to their FSP who will process it as normal and submit the profile to the NDNAD. Any matches generated from the NDNAD will be reported to the police in the normal manner.
6. The police provide the PACE barcode identifier for R4 to CMG who in turn instruct the CMGFSP to carry out the comparison of the PACE Profile (RP4) to Profile RP2 and provide a report and witness statement to CMG and the police. This requires the CMGFSP to request a profile release of the PACE profile RP4 from NDU.
7. CMG will then proceed with the appropriate steps for the prosecution of the NRP if appropriate.
8. The results of any PACE DNA profiles collected for the purpose of this process **must not** be used to assist with determining the paternity of any individual.

Process B: To determine if accomplice can be identified from the NDNAD

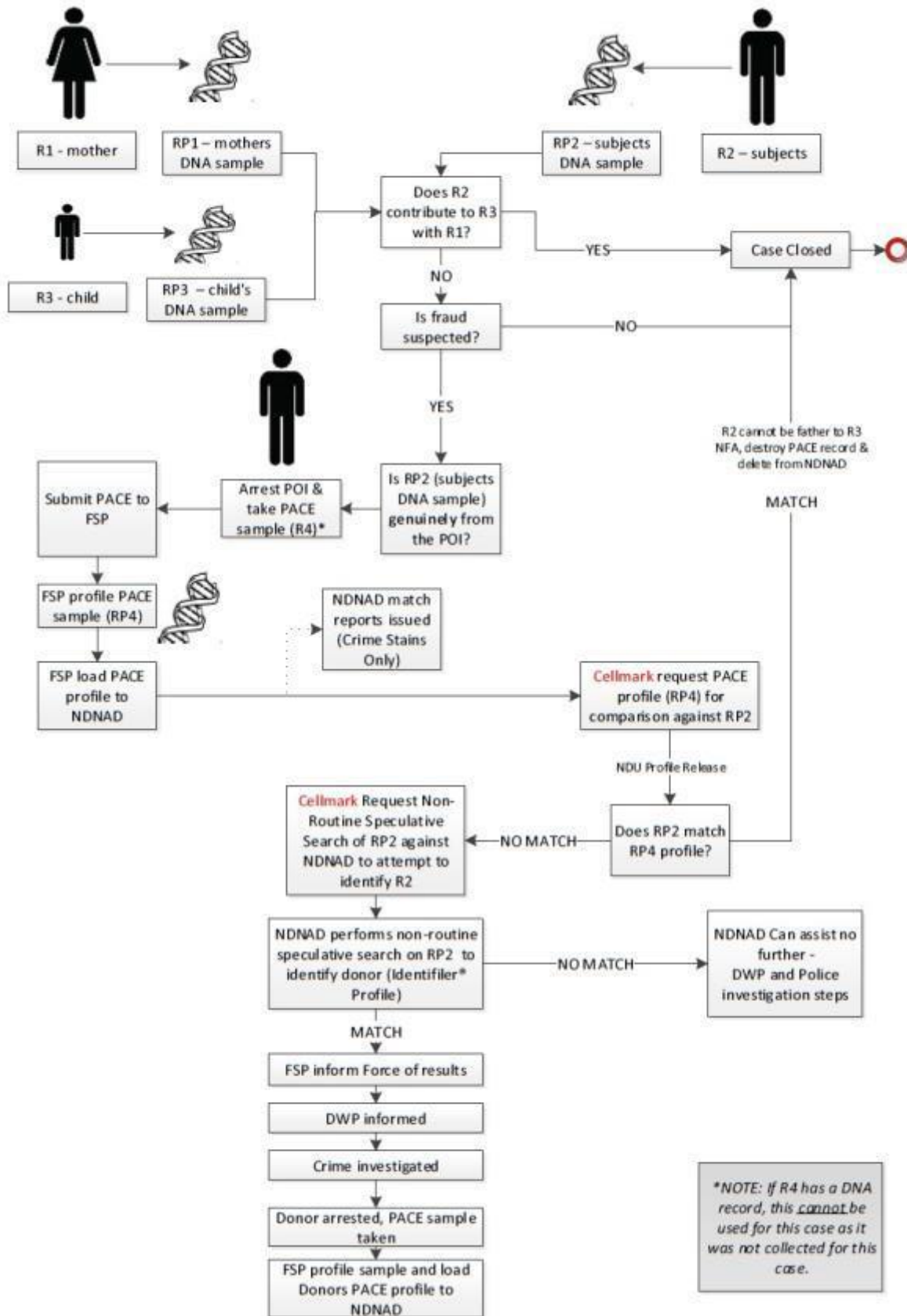
RESTRICTED

Where there is no match between RP2 and RP4, CMG may work with the police to determine whether a search of the NDNAD to attempt to identify the accomplice would be reasonable and proportionate given the circumstances of the case. If it is agreed that it would be, the following process is carried out:

1. The police, on the request of CMG, instruct the CMGFSP to submit RP2 to NDU for a non-routine speculative search against the NDNAD.
2. A non-routine speculative search of NDNAD is carried out by NDU who send the results to the police FSP.
3. The police FSP analyses the results, then produces a statement and report for the police.
4. The police share the statement with CMG.
5. The police and CMG discuss and formulate a strategy for investigation.
6. The police pass the results of their investigation on to the Crown Prosecution Service for them to decide whether or not to prosecute the co-conspirators. Any subsequent prosecution of co-conspirators will be linked to that of the ANRP.

Contact with the police will be via the force's (or force consortium's) Forensic Submissions Unit.

Annex 3: Process flowchart



This page is intentionally
left blank

Chief Constables' Council

Update from the National Mutual Aid Telephony (NMAT) and 101 Steering Group

12/13th October 2016

Security classification: Commercially Sensitive

Disclosable under FOIA 2000:

Author: Simon Cole

Force/organisation: Leicestershire Police

Date created: 16 September 2016

Coordination Committee: Local Policing

Portfolio:

Attachments @ paragraph:

1. INTRODUCTION

- 1.1. The contracts for both NMAT and 101 have been extended for a one year run off period from April 2016 to March 2017. A process has been set in place for the re-procurement of NMAT and the re-procurement of 101. As NPCC Local Policing Lead Simon Cole has been chairing a widely constituted NMAT and 101 Steering Board to deal with the re-procurement process.

2. PURPOSE

- 2.1. This paper updates Chief Constables with progress to date. It should be treated as commercial confidential.

3. NMAT

- 3.1. The NMAT interim solution has been provided and went live on Tuesday 23rd August. I would particularly like to thank Michelle McHugh from Essex Police who coordinated training across all Forces and the final pre go live check which was a mass call event. There are minor issues still outstanding which are in hand. As a consequence the Board, which includes representatives of the APCC and Home Office Procurement have approved the awarding of the NMAT contract to Vodafone. This will be based on a transition using the *****S24 S31
The content guru Storm Platform removes the previous system compatibility issues of using NMAT with HOLMES v16. The improved functionalities now on offer through NMAT mean an increase in the total national cost*****S43. Thus forces will see a small increase in the cost of the contracted service but with improved functionality and service management.
- 3.2. The Board is now considering further optional requirements which include voice recognition and call recording. As things currently stand this contract will be managed by the Home Office Procurement Unit rather than via the Police IT Company. Discussions on that issue continue.

4. 101

4.1 – 5.1 S43 see refusal notice

4.1. Chief Constables' are recommended to note progress on 101.

Simon Cole
Chief Constable
Local Policing

Chief Constables' Council

Police/Fire Collaboration

12/13th October 2016

Security classification: N/A

Disclosable under FOIA 2000: Yes

Author: Michael Tunks

Force/organisation: Northamptonshire Police

Date created: 14th September 2016

Coordination Committee: Operations

Portfolio: Police/Fire

Attachments @ paragraph: None

1. INTRODUCTION/PURPOSE

- 1.1. The purpose of this paper is to update council on the progress being made to achieve closer collaborative working between the National Police Chiefs' Council (NPCC) and the Chief Fire Officers Association (CFOA) through the Police/Fire work stream.
- 1.2. This paper is not designed to debate future governance arrangements for either service.
- 1.3. This paper asks that council note and approves exploration of the current collaborative work streams between NPCC and CFOA.

2. BACKGROUND

- 2.1. In January 2016 it was announced that ministerial policy for Fire and Rescue Services would move to the Home Office from the Department of Communities and Local Government under the Minister for Policing, Fire, Criminal Justice and Victims.
- 2.2. In March 2016, the Government introduced the Police and Crime Bill to Parliament. The Bill has now successfully passed through the House of Commons and is currently being considered at Committee Stage in the House of Lords. The Provisions in the Bill (which apply to England only) will:
 - 2.2.1. Introduce a new duty to collaborate on all three emergency services, to improve efficiency or effectiveness

RESTRICTED

- 2.2.2. Enable PCCs to take on the functions and duties of Fire and Rescue Authorities (FRAs) where a local case is made (in the interests of economy, effectiveness or public safety)
- 2.2.3. Further, enable PCCs to create a single employer for police and fire staff where they take on responsibilities of their FRA, where a local case is made.
- 2.2.4. In areas where a PCC has not become responsible for fire and rescue services, enabling them to have representation on their local fire and rescue authority with voting rights where the Fire and Rescue Authority agrees.
- 2.2.5. Abolish the London Fire and Emergency Planning Authority and give the Mayor of London direct responsibility for the fire and rescue service in London.
- 2.2.6. The Bill will also remove the requirement for a Chief Constable to have previously been a constable:

“Where a local case is made, the Bill will enable a PCC to take this one step further by integrating the senior management teams of the police force and fire and rescue service under a single chief officer”

- 2.3. In April 2016, both the National Police Chiefs’ Council (NPCC) and the Chief Fire Officers Association (CFOA) debated a paper which identified synergies in the strategic objectives of the two organisations and the challenges of closer collaboration between Police and Fire broadly as well as the two organisations (NPCC and CFOA).
- 2.4. Feedback from NPCC Council and the Chief Fire Officers Association’s Council has helped to shape the future direction of the Police/Fire work streams and underlined the importance of ensuring that any collaboration work between the two councils and services nationally did not interfere with local governance decisions.

3. WORK STREAMS FOR FURTHER DEVELOPMENT-

- 3.1. NPCC and CFOA following feedback from its membership on the potential areas for collaboration have now developed a programme of five work streams between the two organisations:
 - 3.1.1. **Mobilisation and Crisis Management-** To review the possibility of Police and Fire sharing the National Police Co-ordination Centre (NPoCC), the way the two services deal with crisis management and the briefing mechanisms and support to COBRA.
 - 3.1.2. **Procurement-** To identify opportunities for joint procurement between the two services
 - 3.1.3. **Headquarters support to CFOA and NPCC-** The current reform of CFOA as an organisation will create synergies with NPCC. This programme of work aims to establish how the organisations can support each other and align to deliver efficiencies and closer working.
 - 3.1.4. **Review of co-ordinating committees between NPCC and CFOA-** There are some potential synergies between the NPCC and CFOA Committee Structures. A mapping exercise is taking place to identify those synergies with a view to identifying shared committees, or cross sector working between NPCC and CFOA. Proposals for changes will be discussed with co-ordinating committee Chairs before being proposed.
 - 3.1.5. **Colleges, Leadership and Professional development-** To identify what is needed from the leadership of Police and Fire in the future and to consider what skills and attributes would be needed to lead in a single organisational structure between the two organisations as identified in the Police and Crime Bill.

RESTRICTED

- 3.2. Leads on behalf of NPCC and CFOA have been assigned to progressing these work streams and the Police/Fire leads for NPCC (DCC Andy Frost) and CFOA (Dave Etheridge) will have a co-ordinating role to ensure work is being progressed in these areas. Regular updates will be provided into the Operations Coordination Committee with any key updates and decisions being brought to Council.
- 3.3. The leads for the areas of work are:
- 3.3.1. **Mobilisation and Crisis Management**- Assistant Chief Constable Chris Shead, Chief Fire Officer Dan Stephens and Chief Fire Officer Roy Wilsher
 - 3.3.2. **Procurement**- Chief Constable Dave Thompson, Lee Tribe (Home Office), Ian Curry (Home Office), Chief Fire Officer Ann Millington, Lynda McMullen (Metropolitan Police)
 - 3.3.3. **Headquarters Support**- Tim Metcalfe (NPCC) and John Beckerlegg (CFOA)
 - 3.3.4. **Review of Co-ordination Committees**- Deputy Chief Constable Andy Frost and Chief Fire Officer Dave Etheridge, their Staff Officer's Michael Tunks and Rob MacDougall in partnership with Nicole Higgins (NPCC) and Joanne Grainger (CFOA).
 - 3.3.5. **Colleges, Leadership and Professional Development**- Chief Constable Alex Marshall (College of Policing) and Chief Fire Officer Dave Curry

4. DECISIONS REQUIRED

- 4.1. That council notes and approves the five work streams for further development between NPCC and CFOA.

Name: Andy Frost

Title: Deputy Chief Constable

Lead Area: Police/Fire Collaboration

Chief Constables' Council

Shaping the 'National Information Management and Operational Requirements' Coordination Committee

12/13th October 2016

Security classification:	Not Protectively Marked
Disclosable under FOIA 2000:	Yes
Author:	Commissioner Ian Dyson
Force/organisation:	City of London Police
Date created:	20 th September 2016
Coordination Committee:	Information Management
Portfolio:	N/A
Attachments @ paragraph:	None

1. PURPOSE

- 1.1. A Regional Paper laid before Council in July proposed that the NPCC Strategic Operational Requirements Board and the Information Management Coordination Committee (IMCC) should: “merge to ensure one powerful oversight body on behalf of Chiefs”.
- 1.2. The proposition was positively received and further consultation has been undertaken in the interim on how the merged body (provisionally referred to as the 'National Information Management and Operational Requirements Coordination Committee' or 'IMORCC') should operate.
- 1.3. The purpose of this paper is to outline, and to seek agreement for, emerging proposals in respect of the function and structure of the IMORCC.

2. BACKGROUND/CONTEXT

- 2.1. The next several years will witness extensive – perhaps unprecedented – change in policing ICT, including Home Office Programmes (ESN, NLEDs, and Biometrics); the Police-led Digital Programme; and Transformation Fund work, including propositions currently being coordinated by the National Police Technology Council.

RESTRICTED

- 2.2. In addition, policing ICT development was one of only three issues described as “urgent” within Her Majesty’s Chief Inspector of Constabulary’s latest ‘Annual Assessment of Policing in England and Wales’:
“... forces are not harnessing the capabilities of today’s technology to improve the effectiveness of the police service. This is becoming urgent ... If the present rate of improvement in police technology continues, the police in 2020 will be even further behind ...”
- 2.3. The Service has also independently identified the need to improve the strategic coordination and service-wide capability management of policing ICT. Papers to Council over the last year have secured an explicit mandate for the IMORCC’s precursor bodies to drive coherence across the service’s ICT investments and technical standards, including the “aim ... to have an agreed methodology around prioritisation at national level, with applicability, as a process, at force or regional collaboration level as well”.
- 2.4. Accordingly, the proposals set out below are predicated on ensuring adequate business continuity and opportunities for collaborative business change through policing ICT development being operationally informed, effectively co-ordinated and consistently exploited both nationally and locally.

3. Shaping the National Information Management and Operational Requirements Coordinating Committee

Scope and Function

- 3.1. The IMORCC will be devoted to getting the best use from technology to deliver policing. Principally, this will be achieved through building a professionally-informed business process for policing ICT development that is thematically comprehensive and service-wide in scope.
- 3.2. Key outputs and outcomes from the IMORCC’s work will include:
 - A single police service view on the prioritisation and sequencing of key ICT developments, which is fostered and (in time) expressed within a service-wide Capability Management Strategy and Plan.
 - Development of a complete and current set of national Business, Technical and Security Standards.
 - Establishing a coordinating and ‘stage gate’ style function accessible to all levels of policing as part of a service-led business process that is ‘joined-up’ with any Police ICT Company (PICTCo) equivalent.
 - Credible, evidence-based decision support accessible to national, regional and local colleagues.
 - Alignment of Service endeavours with work across Government and partners as well as assisting colleagues to exert reciprocal influence on partners’ work.
- 3.3. The IMORCC’s prospective remit has been carefully articulated with that of PICTCo, which has supported the developing proposals. For example, the IMORCC proposition is distinguished from, and adds value to, the Police ICT Company through providing operationally and technically informed insight and through acting as the conduit for the police professional input that PICTCo requires.

IMORCC Membership

- 3.4. The July NPCC paper identified that the ambitions of the new body would require “senior level membership predominantly at Chief Constable level”.
- 3.5. Noting that the exact nature of the participation of some parties (such as the College of Policing) is still to be determined, it is intended that the membership of the IMORCC should include those roles listed the relevant point of the Draft Terms of Reference at Appendix 1.

Unified Design Authority

- 3.6. A key element of achieving coherent and effective ICT development is to deliver a supportive and 'consensual' Design Authority function for the Service through the IMORCC's direction of three key bodies:
- The Operational Requirements Board (ORB), which IMORCC will shape to operate as a 'Business Design Authority' for the Service on ICT matters.
 - The National Police Technology Council (PTC), which meets bi-monthly and includes Chief Technology Officers representing all forces. PTC will mature to function as a 'Technical Design Authority'.
 - The Police Information Assurance Board (PIAB), which will act as a 'Security Design Authority'.
- (Appendix 2 depicts this governance focus and further aspects of the IMORCC's relationship with other bodies.)
- 3.7. If the approach to developing the IMORCC that is set out within this paper is approved, then 'escalation criteria' between these bodies and to the IMORCC that is currently being worked on will be established.
- 3.8. IMORCC will have a key role in coordinating IT-related Transformation Fund bids and the development of national technology systems and solutions. Of particular importance here will be the NPTC-sponsored work on Identity and Access Management; Productivity Services and the Collaborative Workspace; and the Cyber Security Operations Centre, subject to approval by Police Reform and Transformation Board.
- 3.9. Going forward, by harnessing the operational requirements side of policing through the Operational Requirements Board (Business Design Authority) and the technological solutions side through the Police Technology Council (Technical Design Authority), linking in to the Police ICT Company as required, the aim is for IMORCC, on behalf of Chief Constables, to ensure far greater coherence in overseeing effective technology support to operational policing.

Prioritising Standards

- 3.10. The most pressing priority for the IMORCC, in conjunction PICTCo and others, is to make rapid and systemic progress in defining Business, Technical and Security standards for policing ICT development.
- 3.11. This is because service-wide Standards are at the heart of 'unlocking' further interoperability and significant procurement (and other) efficiencies. In essence, Standards are central to achieving convergence not only between police services and partners, but also between the present and the anticipated future direction of policing.
- 3.12. The IMORCC will play a key role in commissioning and overseeing the development of National Standards for policing ICT, engaging with other Coordination Committees as appropriate and placing fresh and explicit accountability upon ORB, PTC and PIAB leads to deliver contemporary and mutually compatible Business, Technical and Security Standards (respectively).

IMORCC's relationship with existing IMCC Portfolios

- 3.13. The strategic membership and focussed intent of the IMORCC implies that it will not be practicable for the Committee to undertake detailed oversight of the individual portfolios previously associated with IMCC.
- 3.14. Instead, it is intended that each of these chief officer led portfolios should become more autonomous, escalating issues to the IMORCC as required, but should not be subject to routine reporting obligations.

RESTRICTED

- 3.15. The existing IMCC portfolios are being reviewed as part of the IMORCC introduction and the Chair of IMORCC contacting leads to reaffirm that their escalation route for support will continue.

Current Gaps, Future Benefits

- 3.16. Forces' development of mobile strategies and related applications may offer one example of the service embarking on a range of individually impressive, but largely uncoordinated, initiatives.
- 3.17. Without a central capability management function, forces' individual plans are not able to take full account of national developments in major Home Office or Service Programmes or other key factors. The result is significant duplication of effort and investment that does not consistently encourage convergence towards more similar ways of working.
- 3.18. The development of the IMORCC as a capability management function will assist in channelling prospective initiatives through common 'stage gates' as well as creating and consistently deploying a set of nationally-approved Standards.
- 3.19. These measures will help to ensure that operational and efficiency/procurement gains are optimised for each force and for the Service at large.
- 3.20. This process will not dictate, but will ensure that any decisions made are informed, considerate of and compliant with national standards.

Enabling Team

- 3.21. Experience over recent years clearly indicates that the IMORCC and the bodies that it oversees will not succeed without dedicated support in the form of the 'Gateway Delivery Team' (included within the graphic at Appendix 2).
- 3.22. The size and configuration of the Team (as well as any 'touch points' with PICTCo) are currently being considered as are potential sources of funding. The key criterion is that the Team should be (more than) self-funding based on the efficiencies that the unit will enable the IMORCC to achieve for forces.
- 3.23. Early, indicative projections suggest that there would be a very substantial return on any investment made to establish the Gateway Delivery Team.

RESTRICTED

3.24. It should be noted that the Team would not duplicate work carried out on specific projects such as resource included within Transformation Fund proposals, but rather, would coordinate where required to ensure the necessary join-up and synergy between different pieces of work.

4. DECISIONS REQUIRED

4.1. Council is requested to endorse the general approach to developing the IMORCC set out within this paper and in particular that:

- 1) The IMORCC should deliver an effective ICT Design Authority and Coordinating function for the Service.
- 2) IMORCC should, with partners, place initial emphasis on the development of a set of national Business, Technical and Security Standards in order to unlock further interoperability and efficiencies.
- 3) Existing IMCC portfolios should continue, but with different reporting requirements to the IMORCC.

Council is also requested to note that:

- 4) Although work to establish the IMORCC will progress rapidly, further consultation on the Committee's development will be undertaken with service colleagues and partner agencies.

IAN DYSON

COMMISSIONER, CITY OF LONDON POLICE

INFORMATION MANAGEMENT COORDINATION COMMITTEE

Chief Constables' Council

Performance Management Framework Update

12 October 2016

Security classification:	Not Protectively Marked/Restricted
Disclosable under FOIA 2000:	Yes
Author:	CC Steve Finnigan
Force/organisation:	Lancashire Constabulary
Date created:	19 th September 2016
Coordination Committee:	Performance Management
Portfolio:	Performance Assessment Development
Attachments @ paragraphs:	<u>None</u>

1. INTRODUCTION/PURPOSE

This piece of work aims to design a 'framework' that offers a consistent approach to Performance Management and Accountability in police forces.

It will avoid a 'one size fits all' approach, ensuring that Chief Constables and Police and Crime Commissioners have discretion to populate the framework in a way that reflects local context and their current operating environment.

2. BACKGROUND

2.1. A plethora of national advice, guidance, controls and expectations exist, which Chief Constables are expected to have due regard to when setting their approach to performance. It is the remit of Police and Crime Commissioners and Chief Constables to make informed decisions as to whether these are relevant in their policing area and prioritise these against risk, threat, harm and vulnerability, based on local analysis and then to clearly articulate the areas of focus and how these have been arrived at.

2.2. Having defined the overarching strategic objective, most organisations attempt to set indicators to measure performance. Focusing on indicators, however, can create a false sense of control, and it must be remembered, indicators are indicative not definitive, and, that much of police performance cannot yet be enumerated. Analysis of performance requires interpretation, understanding and dialogue.

3. PROPOSAL

3.1. The development of a framework will allow forces to construct an effective approach to performance management, taking into account the recommendations of the 'use of targets in policing' report by Irene Curtis, and building on the Performance Measurements Principles paper previously discussed at CCC. At its simplest level the framework must set the clarity of purpose and create the values, the culture, allocate the resources and processes, and then trust professional staff to do the right thing.

3.2. The gap the framework will seek to fill is to encourage leaders to move away from a simple reliance on indicators as a measure of performance, in isolation. There are several considerations before decisions on how to proceed can be made in pursuance of the strategic direction. Understanding the expectations, and the demand, then prioritising those in terms of risk, threat, harm and vulnerability are early steps. Then, taking informed decisions on the allocation of capable resources to complete activities to a required standard follows. The final step is to reflect and learn from success and failure.

3.3. There are frameworks and tools which already exist for much of this, for example Strategy Mapping, EFQM, the NPCC Understanding Demand work, the wellbeing analysis, Thrive and MoRile. The challenge is to bring this together in a way that allows all leaders across the whole organisation in any role to make good decisions.

3.4. The expectation is that the leaders and professionals within forces responsible for governance and accountability use the framework to understand the value added by the individual elements of the force and its partners. There should be a clear distinction between the decision making process and being held to account for those decisions.

3.5. At all levels leaders and staff will be expected to have the capability to use and make sense of the framework within their own environment though they must be supported to develop the capability to do this effectively.

3.6. The challenge is to ensure this is scalable in a meaningful way.

3.7. Consideration will also be given to working with the College of Policing, HMIC, the Home Office, APCC, staff associations and trade unions, to ensure the work is complementary to their thinking.

4. PROGRESS

- Conference call held with stakeholders set up by the College of Policing to consider the proposed terms of reference and the interdependencies between the interested parties, to ensure that, in addressing the Curtis recommendations and building on the measurement principles, the work between the College and NPCC are complementary.
- Limited literature review of academic approaches and current highlighted best practice to inform development.
- PMCC Project Team met to establish the principles described above and suggest a way forward.
- Consultation with HMIC to ensure this work is also complementary with HMIC and any emerging developments in relation to performance monitoring and assessments.
- The Performance Management Coordination Committee met on 14th September to agree the TOR and approach.

RESTRICTED

- Consultation workshop at the Excellence in Policing (EIP) Conference on the 22nd September to develop the approach.
- Presentation to EIP Conference

5. NEXT STEPS

- Establish and engage with key stakeholder groups:
 - All Force Performance Group (extended as necessary) to ensure those that are supporting Chief Constables have contributed to the development of the framework and are in a position to deliver it
 - Strategic stakeholders which includes College of Policing, OPCC, Police Scotland and CIPFA to ensure the interdependencies are covered and the product is enriched to include subject matter specialisms.
 - HMIC to ensure alignment with the emerging thinking in relation to monitoring, and inspection through PEEL and other assessments, as well as Force Management Statements
- Anticipated product developed for testing circa March 2017 in line with fiscal planning cycle.

6. DECISION REQUIRED

CCC are asked to endorse this approach.

Chief Constable Steve Finnigan

Head of the Performance Management Coordination Committee

This page is intentionally
left blank

Chief Constables' Council

Understanding Demand Project Update

12 October 2016

Security classification:	Not Protectively Marked/Restricted
Disclosable under FOIA 2000:	Yes
Author:	CC Steve Finnigan
Force/organisation:	Performance Management Coordination Committee
Date created:	19 th September 2016
Coordination Committee:	Performance Management
Attachments @ paragraphs:	

1. Introduction.

We are adapting to deliver the best services that we can with far fewer resources at a time when the very nature of demand for policing is changing beyond recognition.

In 2013 I asked the College of Policing to accept a commission to look at the changing nature of demand facing the police service. In January 2015 the report: Estimating Demand on the Police Service was published.

In April 2015, following on from the College of Policing report the Performance Management Coordination Committee (PMCC) and College of Policing commenced a joint enterprise, aiming to develop a clearer understanding and more consistent picture of demand on the Police Service, as well as a consistent approach to better understanding, defining and managing demand in a constantly evolving policing landscape.

The project links demand to the changing risk, threat, harm and vulnerability (R/T/H/V) within communities. Critically, it also seeks to examine the key levers that may enable the service to more accurately predict future demand.

It has built on the work already being done, including that of the College of Policing to develop a better understanding of demand and is an important part of NPCC's Delivery Plan, and also links in with the Strategic Capabilities Review.

2. Background

The project reports directly to the NPCC Performance Management Coordination Committee, and will conclude on 31st October 2016.

A National Demand Reference Group has been established, representing all 43 forces, the College of Policing, the Home Office, HMIC, the APCC, local government and academic institutions.

The project is made up of 5 work streams:

- **Setting the National Approach**, led by Ch Supt Kevin Dunwoody, PSNI
- **Predicting Demand** (Demand Measurement, Analysis and Modelling), led by Lin McGrath, College of Policing.
- **Productivity and Resourcing**, led by Mark Bates - Service Delivery Advisor, North Yorkshire Police.
- **Demand Management** and Capacity Generation, led by Supt Jo Smallwood, West Midlands Police.
- **Communications and Engagement**, led by Ch Supt Kevin Dunwoody, PSNI.

The PMCC also commissioned a Task and Finish Group, led by Alexis Poole, Devon and Cornwall Police, to feed the learning from the work on understanding demand into the next Police Allocation Formula (PAF) review. This work is now complete. The group explored the previous formula, the 2015 process and the lessons learnt from both approaches. It also sought insights from NPCC Leads, the other understanding demand work stream leads and the views of delegates at the recent understanding demand conference.

3. Progress.

The project has moved into delivery phase. The focus has remained on being able to demonstrate the level of demand created through our daily management of R/T/H/V. Prevention of harm and mitigation of risk is a key theme. It seeks to provide the understanding and ability to evidence the demand on policing services as a function of the policing context and to draw on the wealth of 'big data' that is available to design the policing service to keep people safe.

The project argues that the 5 principal work streams are the basis of a demand management and reduction strategy for any police force; that demand management is essential to proper planning for capacity, capability and workforce planning; that the police are part of a 'whole system' of public service provision; that present and future demand drives the design of processes.

The project is nearing conclusion of this phase of delivery with the publication of the outcomes of the work streams in a guidance document. It will include sections on the project work streams as well as:

- Demand and Efficiency and Effectiveness. PEEL Inspections
- Big Data
- Process Mapping and Value Streams
- Legitimacy of Demand and Public Expectation
- The NPCC Specialist Capability Review

On completion, the paper, along with its recommendations will be presented to Chief Constables' Council.

Steve Finnigan
Chief Constable
Head of the Performance Management Coordination Committee

Chief Constables' Council

Management of Risk in Law Enforcement (MoRiLE)

12 October 2016

Security classification:	Not Protectively Marked/Restricted
Disclosable under FOIA 2000:	Yes
Author:	T/DCI Chris Downen
Force/organisation:	NPCC MoRiLE Programme
Date created:	11th/August/2016
Business Area:	National Crime Operations Co-ordinations Committee
Portfolio:	Intelligence
Attachments @ paragraph:	2.4

1. INTRODUCTION/PURPOSE

- 1 The purpose of this paper is to present an overview of the MoRiLE Programme of work to date, and to request approval of the three proposals.

2. BACKGROUND

- 2.1. The Management of Risk in Law Enforcement (MoRiLE) programme is governed through the Intelligence Portfolio Group. ACC Phil Kay (Intelligence Portfolio Group chair) is the NPCC lead, and T/DCI Chris Downen (West Midlands Police) is the programme lead.
- 2.2. Created in 2014, the aim of the programme is to develop a common methodology and language for Law Enforcement Risk Modelling. The necessity for the programme has been strengthened over the last two years with a range of national publications outlining the need for law enforcement to develop a greater understanding of demand and their capacity and capability to respond, and the creation of collaborative arrangements/programmes of work such as National Tasking and the Specialist Capabilities Programme.
- 2.3. In the last two years core principles, a consistent language for threat, risk and harm, and a risk modelling methodology have been developed. This has been created through a collaborative approach with over 300 representatives from police forces, ROCUs, the NCA, and national Law Enforcement Agencies engaged with the programme as a "virtual community". Wider consultation has also taken place with the Home Office, Academia, and Law Enforcement Agencies from the US and Canada to ensure all significant drivers are identified.
- 2.4. Draft Thematic (strategic model) and Tactical models (attached) have been created and tested extensively across Law Enforcement with at least 58 Agencies, including the NCA, using the Thematic model to inform their Strategic Assessment processes for 2016/17. (list of agencies attached)

3. PROPOSAL

3.1 It is proposed that

- The Thematic and Tactical Models are recognised as Approved Professional Practice
- They are mandated for use across all Law Enforcement Agencies National Intelligence Model (NIM) processes
- The MoRiLE programme is given the mandate to develop and implement future iterations of the Thematic and Tactical models in line with Law Enforcements needs

These proposals have been supported by the Intelligence Portfolio and National Crime Operations Co-ordination Committee.

4. CONCLUSION

- 4.1 The requirement for a bespoke risk modelling solution for Law Enforcement Agencies is evidenced by the extensive voluntary adoption of the draft MoRiLE Thematic and Tactical models across Law Enforcement. This proposal formalises the current use of the MoRiLE methodology, and mandates its use within the NIM Tasking processes, allowing greater clarity for Law Enforcement Agencies. The mandate to develop and implement future iterations of these models allows the programme to respond quickly to the needs of Law Enforcement, and to work collaboratively with National Tasking leads and collaborative programmes of work such as the Specialist Capabilities Programme to develop risk modelling solutions that deliver the outputs and outcomes required.

5. DECISIONS REQUIRED

Chief's Council are asked to approve the following:

- The Thematic and Tactical Models are recognised as Approved Professional Practice
- They are recommended for use across all Law Enforcement Agencies National Intelligence Model (NIM) processes
- The MoRiLE programme is given the mandate to develop and implement future iterations of the Thematic and Tactical models in line with Law Enforcements needs

Name of Coordination Committee Head/Person Submitting – Mike Barton

Rank – Chief Constable

Coordination Committee Area/Portfolio – National Crime Operations Co-ordinations Committee

MoRiLE programme Briefing Note

The Management of Risk in Law Enforcement (MoRiLE) programme is governed through the Intelligence Portfolio Group. ACC Phil Kay (Intelligence Portfolio Group chair) is the NPCC lead, and T/DCI Chris Downen (West Midlands Police) is the programme lead.

Created in 2014, the aim of the programme is to develop a common methodology and language for Law Enforcement Risk Modelling. The necessity for the programme has been strengthened over the last two years with a range of national publications outlining the need for law enforcement to develop a greater understanding of demand and their capacity and capability to respond, and the creation of collaborative arrangements/programmes of work such as National Tasking and the Specialist Capabilities Programme.

In the last two years core principles, a consistent language for threat, risk and harm, and a risk modelling methodology have been developed. This has been created through a collaborative approach with over 300 representatives from police forces, ROCUs, the NCA, and national Law Enforcement Agencies engaged with the programme as a “virtual community”. Wider consultation has also taken place with the Home Office, Academia, and Law Enforcement Agencies from the US and Canada to ensure all significant drivers are identified.

Draft Thematic (strategic model) and Tactical models (attached) have been created and tested extensively across Law Enforcement with over 60 Agencies, including the NCA, using the Thematic model to inform their Strategic Assessment processes for 2016/17.

As a result of the success of the Thematic and Tactical models the project has recently been changed to a programme of work with a redefined set of aims and objectives. The new aim is “To create whole system contextualised risk modelling processes for law enforcement”, and the objectives for 2016 are;

- To develop a range of complimentary risk models that inform the decision making processes of Law Enforcement Agencies in relation to Threat, Risk and Harm, and Capacity and Capability
- Obtain Chief Constable Council approval and mandated use of the Thematic and Tactical Models by Law Enforcement Agencies within their National Intelligence Model (NIM) processes
- Create a MoRiLE IT Solution

To support this approach 12 projects have been created under the MoRiLE programme of work (detailed on the next page)

Work stream	Lead	Deputy	Core Group members
Programme Management	Chris Dowen	Amanda Huggins	Work stream leads
Organisational Integration	Natalie Benton (Cambs)	Vacant	Paula Fraser (CofP) Nary Lou (Met) Chris Smith (EMSOU)
			S23
			Mark Bates (NYP) Clare Rogers (Zephyr)
			Judith Oliver (PSNI)
Academia Support	Amanda Huggins	Chris Dowen	
Model Development	Amanda Huggins	Tonya Higgins/Kath Tyler (Staffs)	Mark Bates (North Yorkshire) Richard Davies (WMROCU) Linda Healy (City of London) John Borrett (Devon & Cornwall)
Organisational Model	Richard Baldwin (Northants)	Vacant (Richard to identify)	Jennifer Bailie (virtual member) Clare Rogers (Zephyr) Janine Lowe (GMP)
Partnership development (CSPs)	Erika Sorensen (Safer Cornwall CSP)	Harry Stanton (Bham CSP)	Jenny Mainwaring (IML) Scott Keay (Lancashire)
Partnership development (Commercial)	Jon Bullas (Lancs/NPPC Demand programme)	Andrea Pearce (IPO)	Matt Stewart (North Wales)
Partnership Development (LEAs including National Tasking)	Amanda Huggins	S23	Tamzin Sparks (Devon & Cornwall)
			Clare Rogers (Zephyr) Matt Hind (Environment Agency) GAIN representative (CS/SC)
Performance information tool	S23	Shirley Jones/Louise Kane (Merseyside)	Chris Williams-Nash (HMIC) Jacqui Hayes (HMIC) Matt Sherrington (North Wales) Clare Rogers (Zephyr) Mel Wiffin (Beds)
IT Solution	Chris Dowen	Matt Lucas (WMROCU)	Amanda Huggins Marianne Ainsworth-Smith (Home Office) Taz Taylor (National Trading Standards)
Vulnerability/ Operational Model	Vacant	Dr Keri Nixon	S23
			Jase Carter (Northants) Jo Swann (WMP) Dawn Hampson (TITAN) Scott Keay (Lancashire) Dani Williams Aled Eynon (Minerva Project) Loraine Lewis (Know Services)
National Interoperability	Chris Dowen	Taz Taylor (National Trading Standards)	
Harm Index	Jon White (Leicester)	TBC	TBC

This page is intentionally
left blank

ALARM Award – In June 2016 the MoRiLE programme received a Highly Commended (runner up) in the ALARM Risk Awards Teams of the Year category. This is a significant milestone for the MoRiLE programme as it is recognition from the Public Sector risk community and recognises the collaborative approach taken by the programme.

Project staffing - For 2015/16 policing year Amanda Huggins (Senior Analyst, Cambs) was been seconded to the MoRiLE programme full time. She has now been seconded to the NCA for 2016/17 and 2017/18 to embed the MoRiLE programme principles and models into the NCA, Home Office Agencies and ROCUs.

Digital solution - The Home Office through the National Law Enforcement Data Programme (NLEDP) have supported the development of a Concept Capability Demonstrator (CCD). This has allowed us to identify the user requirements for a MoRiLE IT solution, and identify opportunities for wider use of the MoRiLE approach. The CCD has been created by a company called Blue Lights Digital and has allowed us to synch two strands of national work (MoRiLE and NLEDP). This is now available for demonstration.

Transformation Bid – Opportunities to fund a production model of the MoRiLE CCD are being explored, and the current aspiration is to develop a joint bid with the NCA (APMIS bid) and the ROCUs (OCGm replacement bid).

CC Council approval – The MoRiLE Thematic and Tactical models will be presented to the NPCC CC Council meeting in October for approval and to request it being mandated for use across all LEAs similar to the way in which we all use NIM and NDM.

This page is intentionally
left blank

Mokkila Thematic Model Version 7.0																				
IMPACT							LIKELIHOOD					RISK	CONFIDENCE SCORE		ORGANISATIONAL POSITION					
Title	Individual			Community	Public Expectation	Environmental	Total Harm Score	Scale of Criminality		Prediction		Total Likelihood Score	Risk Score	Confidence Assessment (non scoring)		Reputation and Politics	Economic Cost	Capacity	Capability	Organisational Position Grading
Detail	PHYSICAL The physical impact suffered by an individual	PSYCHOLOGICAL The psychological impact suffered by an individual	FINANCIAL The financial impact suffered by the victim	The impact on the community	What would the public expect, if they knew what you knew about the issue	The impact on the environment and ecological infrastructure	CALCULATING TOTAL HARM SCORE	FREQUENCY The Frequency with which the activity is seen to be committed	VOLUME The volume of activity seen to be committed by the individual/group	TREND Based on last 12 months data	FORECAST Expectation for the next 12 months	CALCULATING TOTAL LIKELIHOOD SCORE	CALCULATING RISK SCORE	INTELLIGENCE ASSESSMENT How confident are we that the impact and likelihood scores reflects the true scale of the threat?	THEMATIC AREA KNOWLEDGE Is the criminality a known subject matter area?	The impact on the organisation's reputation and the effect of internal and external political factors	The additional cost to the organisation to resolve the issue	Do we have resources to deal with the issue?	Do we have the expertise and/or equipment required to deal with the issue?	CALCULATING THE ORGANISATIONAL POSITION SCORE
None/ Negligible	No / Negligible impact (0)	No / Negligible impact (0)	No / Negligible impact (0)	No / negligible impact (0)	No public expectation (0)	No / negligible impact (0)		Five years (0.25)	No / Negligible activity (0.25)	Downward (>10% decrease) (0.25)	Downward (>10% decrease) (0.25)			Almost Certain (>90% chance)	STANDARD SITUATION (Very well known subject area)	Attracts attention of local media and/or political group (0)	Short term, (small resource implication for a limited period of time) (0)	Yes (0)	Yes (0)	
Low	Short term physical impact and/or recoverable without medical assistance (0.5)	Short term psychological impact and/or recoverable without medical assistance (0.5)	Short term financial impact and/or impact has a minimal effect on day to day life. (1)	Short term impact and awareness of the issue but, daily life largely unaffected (1)	Individuals place expectations upon organisation to act (1)	Short term impact and/or low impact on the environment. (1)		Annually (0.5)	Small Volumes (0.5)	Downward (<10% decrease) (0.5)	Downward (<10% decrease) (0.5)			Highly/Very Probable/Likely (>75% - <95% chance)	STANDARD SITUATION (Well known, but not an area to be concerned about)	Attracts the attention of regional media and/or MEP/party view (1)	Medium term, (medium resource implication for intermediate time period), manageable within the agency. (1)	Limited resourcing issues exist but management of the issue continues (1)	Minimal lack of skills and equipment but management of the issue continues (1)	
Moderate	Medium term physical impact and/or requiring medical assistance. (1)	Medium term psychological impact and/or requiring assistance of local GP (1)	Short term financial impact and/or impact is recoverable within a short period of time (ie insurance) (2)	Medium term impact and an increase in concerns which requires involvement of one partner agency to tackle issue (2)	Group places expectations upon organisation which relates to a specific community (2)	Medium term impact and/or incident is contained within a specific area with limited damage (2)		Six Monthly (1)	Moderate Volumes (1)	Same Level (1)	Same Level (1)	Add the scores from the two criteria together (Scale of Criminality + Prediction = Total Likelihood Score)	Multiply the TOTAL HARM SCORE by the TOTAL IMPACT SCORE (Total Harm x Total Likelihood = Risk Score)	Probable/Likely (>55% - <70% chance)	KNOWN EMERGING ISSUE (but not a strategic intelligence requirement)	Attracts the attention of national media and/or national political interest (ie: party leader) (2)	Long term (large resource implication for prolonged period of time) manageable within the agency (2)	Resourcing issues exist which have a limited impact on the management of the issue (2)	Lack of skills and equipment which has a limited impact on the management of the issue (2)	Organisational Position Grading is achieved by populating the Reputation & Politics, Economic Cost, Capacity and Capability columns. The resulting score from these columns will pull back a set multiplier and a calculation will be performed providing this final score.
Substantial	Long term physical impact and/or requiring hospitalisation for 7+ days. (2)	Long term psychological impact and/or requiring assistance of local GP. (2)	Medium term financial impact and/or loss is not recoverable due to sentimental nature of loss (4)	Medium term impact and an increase in concerns which requires involvement of 2-3 partner agencies to tackle (4)	Group places expectations upon organisation which relates to a specific county (4)	Medium term impact and/or incident causes substantial damage across a large area (4)		Monthly (1.5)	Large Volumes (1.5)	Upward (<10% increase) (1.5)	Upward (<10% increase) (1.5)			Realistic possibility (>25% - <50% chance)	EXISTING STRATEGIC INTELLIGENCE REQUIREMENT	Impact of issue is felt at international levels and/or attracts international political interest (3)	Medium to long term resource implication which requires additional resources to be sought from suitable agencies (3)	Resourcing issues impede the management the issue (3)	Lack of skills and equipment impedes management of the issue (3)	
Severe	Loss of individual life (4)	Individual requires specific treatment which involves partner agencies (ie Sectioned) (4)	Medium term financial impact and/or loss is not recoverable through insurance and therefore causes hardship (8)	Long term impact and increase in concerns requires involvement of 2-3 partner agencies to tackle (8)	Group places expectations upon organisation which relates to a specific region (8)	Long term impact and/or incident causes sustained damage across a large area (8)		Weekly (2)	Very Large Volumes (2)	Upward (>10% increase) (2)	Upward (>10% increase) (2)			Improbable/Unlikely (15-20% chance)	NEW AREA OF CRIMINALITY	Impact of issue is felt at international levels and/or results in an international dispute (trade embargoes, etc) (4)	Severe economic consequences (large, prolonged resource implication which is unsustainable, restricts the ability to conduct daily business) (4)	No (4)	No (4)	
Critical	Loss of two or more lives (8)	Individual endangers and/or causes loss of own life (8)	Long term financial impact to an individual or organisation and/or impact causes significant hardship (homelessness, redundancies) (16)	The increase in concerns requires a multi-agency (4+) response to tackle (16)	Group places expectations upon organisation regarding an issue which impacts nationally (16)	Requires a multi-agency (4+) response to tackle, incident endangers the environment and all things living in that area (16)								Remote/Highly Unlikely (<10%)						
Catastrophic	Mass casualty, impact affects the wider community (16)	Individual endangers and/or causes loss of others lives (16)	Loss of business causing financial hardship in the wider community (32)	Critical Incident declared requiring significant, co-ordinated multi-agency (4+) approach to tackle (32)	Group places expectations upon organisation regarding an issue which has an international impact (32)	Critical Incident declared requiring significant, incident causes permanent damage to the environment (32)														

RESTRICTED

This page is intentionally
left blank

IMPACT		SCORE
PHYSICAL The physical impact suffered by an individual		
None/Negligible	No / Negligible impact	0
Low	Short term physical impact recoverable without medical assistance	0.5
Moderate	Medium Term physical impact requiring medical assistance.	1
Substantial	Long term physical impact requiring hospitalisation for 7+ days.	2
Severe	Loss of individual life	4
Critical	Loss of two or more lives	8
Catastrophic	Mass casualty, impact affects the wider community	16

PSYCHOLOGICAL The psychological impact suffered by an individual		
None/Negligible	No / Negligible impact	0
Low	Short term psychological impact recoverable without medical assistance	0.5
Moderate	Medium term psychological impact requiring assistance of local GP	1
Substantial	Long term psychological impact, requiring assistance of local GP.	2
Severe	Individual requires specific treatment which involves partner agencies (ie Sectioned)	4
Critical	Individual endangers or causes loss of own life	8
Catastrophic	Individual endangers or causes loss of others lives	16

FINANCIAL The financial impact suffered by the victim		
None/Negligible	No / Negligible impact	0
Low	Short term financial impact which has a minimal effect on day to day life.	1
Moderate	Short term financial impact which is recoverable within a short period of time (ie.insurance)	2
Substantial	Medium term financial impact loss is not recoverable due to sentimental nature of loss	4
Severe	Medium term financial impact, loss is not recoverable through insurance and therefore causes hardship	8
Critical	Long term financial impact to an individual or organisation, which causes significant hardship (homelessness, redundancies)	16
Catastrophic	Loss of business causing financial hardship in the wider community	32

COMMUNITY The impact on the community		
None/Negligible	No / negligible impact	0
Low	Short term impact, awareness of the issue but, daily life largely unaffected	1
Moderate	Medium term impact, increase in concerns requires involvement of one partner agency to tackle	2
Substantial	Medium term impact, Increase in concerns, requires involvement of 2-3 partner agencies to tackle	4
Severe	Long term impact, increase in concerns requires involvement of 2-3 partner agencies to tackle	8
Critical	Increase in concerns, requires a multi-agency (4+) response to tackle	16
Catastrophic	Critical Incident declared requiring significant, co-ordinated multi-agency (4+) approach to tackle	32

PUBLIC EXPECTATION What would the public expect, if they knew what you knew about the issue		
None/Negligible	No public expectation	0
Low	Individuals place expectations upon organisation to act	1
Moderate	Group places expectations upon organisation which relates to a specific community	2
Substantial	Group places expectations upon organisation which relates to a specific county	4
Severe	Group places expectations upon organisation which relates to a specific region	8
Critical	Group places expectations upon organisation regarding an issue which impacts nationally	16
Catastrophic	Group places expectations upon organisation regarding an issue which has an international impact	32

ENVIRONMENT The impact on the environment and ecological infrastructure		
None/Negligible	No / negligible impact	0
Low	Short term impact, low impact on the environment	1
Moderate	Medium term impact, requires involvement of one partner agency to tackle, incident is contained within a specific area with limited damage	2
Substantial	Medium term impact, requires involvement of 2-3 partner agencies to tackle, incident causes substantial damage across a large area	4
Severe	Long term impact, requires involvement of 2-3 partner agencies to tackle, incident causes sustained damage across a large area	8
Critical	Requires a multi-agency (4+) response to tackle, incident endangers the environment and all things living in that area	16
Catastrophic	Critical Incident declared requiring significant, co-ordinated multi-agency (4+) approach to tackle, incident causes permanent damage to the environment	32

FREQUENCY The Frequency with which the activity is seen to be committed		
Five Years	Five Years	0.25
Annually	Annually	0.5
Six Months	Six Months	1
Monthly	Monthly	1.5
Weekly	Weekly	2

VOLUME The volume of activity seen to be committed by the individual/group		
No / Negligible activity	No / Negligible activity	0.25
Small Volumes	Small Volumes	0.5
Moderate Volumes	Moderate Volumes	1
Large Volumes	Large Volumes	1.5
Very Large Volumes	Very Large Volumes	2

TREND Based on last 12months data		
>10% decrease	Downward (>10% decrease) (0.25)	0.25
<10% decrease	Downward (<10% decrease) (0.5)	0.5
Same	Same Level (1)	1
<10% increase	Upward (<10% increase) (1.5)	1.5
>10% increase	Upward (>10% increase) (2)	2

FORECAST Expected for the next 12months		
>10% decrease	Downward (>10% decrease) (0.25)	0.25
<10% decrease	Downward (<10% decrease) (0.5)	0.5
Same	Same Level (1)	1
<10% increase	Upward (<10% increase) (1.5)	1.5
>10% increase	Upward (>10% increase) (2)	2

ORAGNISATIONAL POSITION - REPUTATION & POLITICS		
The impact on the organisation's reputation and the effect of internal and external political factors		
Local Media	Attracts attention of local media or political group	0
Regional Media	Attracts the attention of regional media and MEP/party view	1
National Media	Attracts the attention of national media or national political interest (ie: party leader)	2
International Political	Impact of issue is felt at international levels or attracts international political interest	3
International Disputes	Impact of issue is felt at international levels and results in an international dispute (trade embargoes, etc)	4

ORGANISATIONAL POSITION - ECONOMIC COST The additional cost to the organisation to resolve the issue		
Short Term	Short term, (small resource implication for a limited period of time)	0
Medium Term – Internal	Medium term, (medium resource implication for intermediate time period), managable within the agency.	1
Long Term - Internal	Long term (large resource implication for prolonged period of time) Requires additional resources to be sought from suitable agencies	2
Med-Long Term - External	Medium to long term resource implication which requires additional resources to be sought from suitable agencies	3
Severe	Severe economic consequences (large, prolonged resource implication which is unsustainable, restricts the ability to conduct daily business)	4

CAPACITY Do we have resources to deal with the issue?		
Yes	Yes	0
Limited issues	Limited resourcing issues exist but management of the issue continues	1
Issues exist	Resourcing issues exist which have a limited impact on the management of the issue	2
Impede management	Resourcing issues impede the management the issue	3
No	No	4

CAPABILITY Do we have the expertise and/or equipment required to deal with the issue?		
Yes	Yes	0
Minimal lack of skills	Minimal lack of skills and equipment but management of the issue continues	1
Lack of skills	Lack of skills and equipment which has a limited impact on the management of the issue	2
Impedes management	Lack of skills and equipment impedes management of the issue	3
No	No	4

INTELLIGENCE ASSESSMENT		
>90%	Almost Certain (>90% chance)	
75-85%	Highly/Very Probable/Likely (>75% - <85% chance)	
55-70%	Probable/Likely (>55% - <70% chance)	
25-50%	Realistic possibility (>25% - <50% chance)	
15-20%	Improbable/Unlikely (15-20%chance)	
<10%	Remote/Highly Unlikely (<10%)	

THEMATIC AREA KNOWLEDGE		
Standard/Very	STANDARD SITUATION (Very well known subject area)	
Standard/Well	STANDARD SITUATION (Well known, but not an area to be concerned about)	
Emerging	KNOWN EMERGING ISSUE (but not a strategic intelligence requirement)	
SIR	EXISTING STRATEGIC INTELLIGENCE REQUIREMENT	
New	NEW AREA OF CRIMINALITY	

This page is intentionally
left blank

MoRiLE Matrix v7 - DRAFT ONLY Sample and Test Version																																				
Thematic Area	IMPACT												LIKELIHOOD								Risk	CONFIDENCE SCORE		ORGANISATIONAL POSITION												
	Physical	Physical Score	Psychological	Psychological Score	Financial	Financial Score	Community	Community Score	Public Expectation	Public Expectation score	Environmental	Environmental Score	Total Harm Score	Frequency	Frequency Score	Volume	Volume Score	Trend	Trend Score	Forecast		Forecast Score	Total Likelihood score	Intelligence Assessment	Thematic Area Knowledge	Reputation & Politics	Reputation and Politics Score	Economic Cost	Economic Cost Score	Capacity	Capacity Score	Capability	Capability Score	Total OP Score	OP Calculation	OP Grading
Burglary	Moderate	1	Low	0.5	Substantial	4	Low	1	Low	1	None/Negligible	0	7.5	Weekly	2	Moderate Volumes	1	>10% decrease	0.25	>10% decrease	0.25	3.5	26.25	>90%	Standard/Very	Local Media	0	Short Term	0	Yes	0	Yes	0	0	0.6	15.75
CSE	Severe	4	Severe	4	None/Negligible	0	Severe	8	Substantial	4	None/Negligible	0	20	Weekly	2	Moderate Volumes	1	<10% increase	1.5	>10% increase	2	6.5	130	>25% - <55%	New	Regional Media	1	Med-Long Term - Future	3	Issues exist	2	Lack of skills	2	8	1	130
Modern Slavery	Severe	4	Substantial	2	Severe	8	Substantial	4	Substantial	4	Low	1	23	Weekly	2	Large Volumes	1.5	>10% increase	2	<10% increase	1.5	7	161	>55% - <75%	SIR	National Media	2	Med-Long Term - Future	3	Issues exist	2	Lack of skills	2	9	1	161
Cyber crime	None/Negligible	0	None/Negligible	0	Moderate	2	Substantial	4	Moderate	2	None/Negligible	0	8	Monthly	1.5	Moderate Volumes	1	<10% increase	1.5	<10% increase	1.5	5.5	44	>25% - <55%	Emerging	Local Media	0	Short Term	0	Impede management	3	Impedes management	3	6	0.75	33
Test - highest	Catastrophic	16	Catastrophic	16	Catastrophic	32	Catastrophic	32	Catastrophic	32	Catastrophic	32	160	Weekly	2	Very Large Volumes	2	>10% increase	2	>10% increase	2	8	1280	>90%	Standard/Very	International Disputes	4	Severe	4	No	4	No	4	16	8	10240

Agencies and Forces currently using MoRiLE:

- | | |
|------------------------|----------------------------|
| 1. S23 | 30. Kent |
| 2. HOIE | 31. Lancashire |
| 3. UKBF | 32. Leicestershire |
| 4. HMRC | 33. Merseyside |
| 5. NOMS | 34. Metropolitan |
| 6. NE ROCU | 35. North Wales |
| 7. Yorks & Humber ROCU | 36. Northamptonshire |
| 8. TITAN ROCU | 37. Northumbria |
| 9. West Mids ROCU | 38. North Yorkshire |
| 10. EMSOU | 39. Nottinghamshire |
| 11. TARIAN ROCU | 40. South Wales |
| 12. Zephyr ROCU | 41. South Yorkshire |
| 13. London ROCU | 42. Staffordshire |
| 14. SE ROCU | 43. Suffolk |
| 15. ERSOU | 44. Surrey |
| 16. Avon & Somerset | 45. Sussex |
| 17. Bedfordshire | 46. Thames Valley |
| 18. Cambridge | 47. Warwickshire |
| 19. Cheshire | 48. West Mercia |
| 20. City of London | 49. West Midlands |
| 21. Dorset | 50. West Yorkshire |
| 22. Durham | 51. Wiltshire |
| 23. Dyfed-Powys | 52. PSNI |
| 24. Essex | 53. Ministry of Defence |
| 25. Gloucestershire | 54. Food Standards Agency |
| 26. Greater Manchester | 55. Environment Agency |
| 27. Hampshire | 56. AVCIS |
| 28. Hertfordshire | 57. Insurance Fraud Bureau |
| 29. Humberside | 58. Transport for London |

This page is intentionally
left blank

Chief Constables' Council

Professionalisation and Accreditation on a National Basis, Civilian Investigators

12/13th October 2016 - Briefing Note

S23

Chief Constables' Council

Police Reform and Transformation Board Update

12 October 2016 /Agenda item: 5

Security classification:	Not protectively marked
Disclosable under FOIA 2000:	No
Author:	Tim Metcalfe
Force/organisation:	NPCC
Date created:	28/09/2016
Attachments:	Appendix A: Policing Vision 2025 Appendix B: Summary of September 2016 PTF Bids Appendix C: List of recommended bids

INTRODUCTION

The purpose of this paper is to present Chief Constables Council with an update in respect to the Police Reform and Transformation Board (PRTB) which sat on 23 September. The meeting concentrated on two key agenda items: The Policing Vision and recommendations regarding Police Transformation Fund (PTF) bids.

Chief Constables are asked to:

- I. Note PRTB support for the Policing Vision
- II. Support the Policing Vision
- III. Note the approach adopted in respect of PTF recommendations
- IV. Note the positions adopted by the board in respect to Police/Fire collaboration, mobile technology and commissioned bids
- V. Note the recommendations of the board

POLICING VISION

The Policing Vision was endorsed by both the College of Policing and Chief Constables' Council in January 2016. It was subsequently shared for consultation with PCCs and staff associations during the period January-August 2016.

As a consequence of the consultation process the document presented to Chief Constables' Council has been updated and is presented at Appendix A. Key changes include:

- Extension of the vision's scope from 2020 to 2025
- Addition of a 'plan on a page' summary front sheet
- Greater emphasis on the role of PCCs
- Extended accountability section (para 4.12)

The PRTB supported the Policing Vision 2025 and propose to utilize the document to underpin and shape the delivery of the reform work overseen and supported by the board. Chief Constables are asked to endorse the Policing Vision 2025 presented within appendix A.

POLICE TRANSFORMATION FUND RECOMMENDATIONS

RESTRICTED

A total of seventy-two Police Transformation Fund (PTF) bids were received ahead of the PRTB on 23 September. Forty-two were presented as 'implementation ready' and the remaining thirty were described as being at the 'proof of concept' stage. The spread of bids across the five elements of the Policing Vision is summarised below.

	Bids received	%	Total £ yrs 1-2	%
Local Policing	22	31%	22,408,663	23%
Specialist Capabilities	10	14%	23,050,753	23%
Workforce	9	13%	9,443,354	10%
Digital Policing	7	10%	7,852,914	8%
Business Enablers	22	31%	35,715,819	36%
TOTALS	70⁴		98,471,503	

Figure 1: Summary of bids by reform strand

Eighteen (26%) of the bids can be described as offering national benefits and twenty (29%) were focused on delivering benefits within a single force area. Three regions submitted 57% of the bids (Eastern, South West and North East).

Three bids were received following a commissioning process initiated at the July 2016 PRTB. Each bid was developed by the Police ICT Company and the Police Technology Council and have the potential to deliver benefits to all forces. The PRTB September 2016 'commissioned bids' are as follows:

- Productivity Services (SEPT16059) @ £737,600 in 2016-17 and £5,826,800 in 2017-18
- Identity Access Management (IAM) (SEPT16060) @ £610,000 in 2016-17 and £2,560,000 in 2017-18
- Security Operations Centre (SOC) (SEPT16061) @ £1,100,000 in 2016-17 and £8,910,000 in 2017-18

Before presentation to the PRTB the bids were reviewed by the Gateway Group using the agreed methodology⁵ from the July 2016 PTF process. The approach assessed each bid against a range of measures including the Policing Vision and Home Office PTF criteria.

The Gateway Group was supported by a Home Office Law Enforcement Transformation Unit observer and senior representatives of the Police ICT Company and the College of Policing. The *******S23** and the Home Office national landscape review, Specialist Capabilities, Digital Investigations and Intelligence and Digital First programmes also offered written feedback in respect of the bids to inform the Gateway Group's decision making.

	Recommended	%	Total £ yrs 1-2	%
Local Policing	10	34%	4,861,374	9%
Specialist Capabilities	5	17%	11,796,112	23%
Workforce	5	17%	8,472,959	16%
Digital Policing	2	7%	3,509,576	7%
Business Enablers	7	24%	23,663,585	45%
TOTALS	29		52,303,606	

Figure 2: Summary of recommended bids by reform strand⁶

⁴ Not including the two change management bids SEPT16069 and SEPT16070.

⁵ This approach follows the Office of Government Commerce *Management of Portfolios* (2011) guidance

⁶ Not including the two change management bids SEPT16069 and SEPT16070.

Of the twenty-nine⁷ bids recommended by the PRTB to ministers (appendix C) thirteen are 'implementation ready' and sixteen are at the 'proof of concept' stage. A proportion of the bids were recommended with caveats, the details of which will be shared with bidders in mid-October ahead of the formal announcement which is anticipated in late October. Forces who submitted unsuccessful bids will also be written to outlining the PRTB's rationale. The spread of recommended bids across the five elements of the Policing Vision is summarised in figure 2.

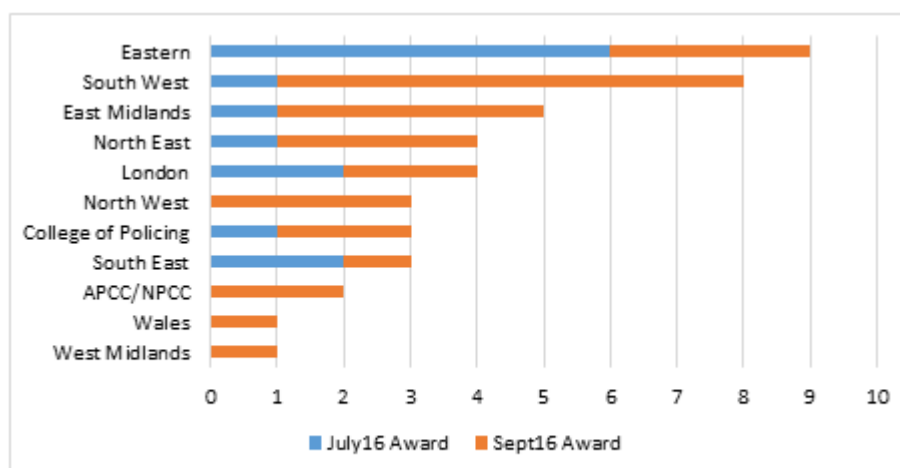


Figure 3: Successful bids by region

Figure 3: Successful bids by region

Sixteen (52%) of the 31 recommended September 2016 bids can be described as offering national benefits and six (19%) were focused on delivering benefits within a single force area. Originating forces of successful bids by region for both the first and second PTF 2016 bidding processes are presented in figure 3.

There were a number of bids received to support the delivery of mobile policing solutions to individual forces. While the PRTB recognised the transformation opportunities provided by mobile technologies to policing there was a recognition the PTF could not afford to buy mobile devices for forces but the potential returns on investment makes a strong business case for local investment. These bids were therefore not recommended.

The PRTB received four bids relating to police and fire integration. In some bids the rapid return on investment presented a strong case for the use of local funds. However, the PRTB has identified this area as a priority and is keen to establish a more consistent national approach. To these ends PTF funds will be allocated to the Emergency Services Collaboration Working Group to help develop a national strategy and priorities within this area.

In light of the reoccurring bids received from different forces and regions in respect of data storage and ERP⁸ systems the PRTB agreed work should be initiated to consider the opportunities regarding the potential for commissioned bids in these areas.

The remaining 2016-17 PTF resources were £20,560,000⁹. The PRTB has now recommended thirty-one of the seventy-two bids received at a total cost of £52,904,849 over a two year period (£18,336,723 in 2016-17 and £34,568,126¹⁰ in 2017-18) resulting in a current 'underspend' of £2,223,277 for this year. The underspend will be utilised to support police and fire collaboration as well as exploring the potential benefits of commissioned

⁷ Not including the two change management bids SEPT16069 and SEPT16070.

⁸ Enterprise resource planning (ERP) is business process management software that allows an organization to use a system of integrated applications to manage the business and automate many back office functions related to technology, services and human resources.

⁹ Inclusive of the Bedfordshire Police July 2016 Covert Policing bid deferral

¹⁰ Inclusive of commissioned bid implementation estimates (which would be subject to further bids)

bids in respect of data storage and ERP systems. The July 2016 PRTB awarded funds totalling £22,963,777 over a two year period (£13,816,216 for 2016/17 and £9,147,558 for 2017/18). Therefore if the PRTB recommendations are supported by the Home Secretary PTF funds totalling £45,953,358¹¹ will have been committed in 2017-18.

SUMMARY

The PRTB met on 23 September and agreed the version of the Policing Vision presented at appendix A. The board also discussed PTF bids submitted in September 2016 (appendix B) recommending twenty-nine to the Home Secretary (appendix C). If approved there will be a £2,223,277 underspend in 2016-17 which will be utilised to support police and fire collaboration as well as exploring the potential benefits of commissioned bids in respect of data storage and ERP systems.

Chief Constables are asked to:

- I. Note PRTB support for the Policing Vision
- II. Support the Policing Vision
- III. Note the approach adopted in respect of PTF recommendations
- IV. Note the positions adopted by the board in respect to Police/Fire collaboration and commissioned bids
- V. Note the recommendations of the board

Person submitting: Sara Thornton

Rank/Force: Chair NPCC

¹¹ Inclusive of commissioned bid implementation estimates (which would be subject to further bids)

Appendix A: Policing Vision 2025

Introduction

This Policing Vision 2025 sets out our plan for Policing over the next 10 years. It will shape decisions around transformation and how we use our resources to help to keep people safe and provide an effective, accessible and value for money service that can be trusted. This vision comes from the service itself. It must inspire officers, staff and volunteers, as much as Police and Crime Commissioners and Chief Constables, and of course the public as a whole.

The communities we serve are increasingly diverse and complex, necessitating a more sophisticated response to the challenges we face now and in the future. Whether it be child sexual exploitation, domestic abuse, cybercrime or new threats from serious and organised crime like human trafficking or terrorism, the leaders of the Service - Police and Crime Commissioners and Chief Constables – acknowledge that if we are to meet our communities’ needs, the Service must continue to adapt to the modern policing environment.

This vision is about more than making savings or incremental reform; our ambition is to make transformative change across the whole of policing. The public, and improving policing for them, are at the heart of this vision.

What does a Police Service look like in 2025?

The link between communities and the police will continue to form the bedrock of British Policing. **Local Policing** will be tailored to society’s complex and diverse needs – with the delivery of public protection being informed by community priorities and robust evidence-based demand analysis.

Our **specialist capabilities** will be better prepared to respond to existing and emerging crime types. Decisions on how capabilities are positioned, structured and deployed will take into account the need to rapidly protect communities and the vulnerable, as well as provide value for money.

The police service will attract and retain a **workforce** of confident professionals able to operate with a high degree of autonomy and accountability and will better reflect its communities.

Digital policing will make it easier for the public to make contact with the police wherever they are in the country, enable us to make better use of digital intelligence and evidence and transfer all material in a digital format to the criminal justice system.

Policing will be agile and outward focused. Police forces and their partners will work together in a consistent manner to enable joined up **business delivery** around policing support services and community safety.

Clear accountability arrangements will support policing at local, cross-force and national levels.

This will ensure that there is coherence between the oversight of the police reform programme and local policing and crime plans as well as developing arrangements that recognise the roles of different policing bodies. PCC will continue to be at the heart of engaging communities in the reform plans so that the public understand and have confidence in any change.

How will we deliver these changes for communities?

The Policing Vision 2025 can only be delivered by the whole of policing working together collaboratively in the public interest. PCCs and chiefs, national bodies like the College of Policing, *****S23 and staff associations, our officers, staff and volunteers at every level and our many partners across the public sector have a vital role to play in delivering these reforms. The Police Reform and Transformation Board with membership from across policing will oversee and support the changes.

1. Policing Mission and Values 2025

- 1.1 The mission of policing is enshrined in the Police Service Statement of Mission and Values. It will remain consistent despite priorities changing 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.
- 1.2 There has been an advancement in public accountability with the introduction of Police and Crime Commissioners (PCCs) who are accountable for all aspects of policing.
- 1.3 The values of the police service are detailed within the [Code of Ethics](#) which set out the nine principles which underpin and strengthen the existing procedures and regulations for ensuring standards of professional behaviour for both police officers and police staff. Respect for Human Rights will be central to everything we do, as is the commitment to policing by consent.
- 1.4 The service will embed consistent, professional practice that is ethically based and informed by a shared understanding of what works to deliver public value. For the police service, this includes its role in helping to create a fair, just and peaceful society and helping citizens to live confident, safe and fulfilling lives. Critical to public value is what the public indicate they see as important priorities and what adds to the quality of their lives. This is expressed through electing PCCs to implement their local police and crime plans which have been influenced by and consulted with the public, and to hold chief constables to account in doing so.
- 1.5 Reducing crime and protecting the vulnerable are core priorities for the police service. To achieve this, the service must increase partnerships within the community and with other service providers, protect the rights of victims, engage community-led policing to reduce demand.

2. Purpose of the Vision

- 2.1 This vision has been drafted jointly by PCCs, chief constables as well other policing bodies, such as non-Home Office Forces and sets out why and how the police service needs to transform by 2025 by building on the progress made since the publication of the 2011-2016 Vision. The Policing Vision 2025 will shape decisions about how we use our resources by informing key strategies and underpinning future programs of work. It describes the ambition for the reform of policing by 2025. By setting out the joint vision of PCCs and chief constables, this document explains how we intend to achieve our objectives.
- 2.2 By 2025 the police service will have transformed the way it delivers its mission with a keen focus on prevention and vulnerability and the effective management of risk. Police and wider reform will be focused on our people, enabled by systems and processes.
- 2.3 Transformation must inspire officers, staff and volunteers and develop the flexibility, capability and inclusivity required to adapt to change. Services will be offered at national, cross force and local level, integrated and strengthened, where appropriate, by collaboration with partners from the public, private and third sectors, as well as the devolved administrations. There will be a whole-system approach to reducing and investigating crime as well as providing effective services and care for victims of crime. Functions and processes will have been reviewed with a focus on efficiency and effectiveness with a key enabler being the innovative use of technology. Services will be delivered by a professional workforce equipped with the skills and capabilities necessary for policing in 2025.
- 2.4 The use of evidence based practice and the Code of Ethics will be embedded and inform day to day policing practice. By 2025 British policing will have risen effectively to new challenges and will continue to be highly regarded by both the British public and internationally as a model for others.
- 2.5 Police reform will be underpinned by the principle of policing by consent and shaped through a

commitment to democratic accountability through elected PCCs and, where they are responsible for policing, mayors elected through devolution deals. The local delivery of policing will be articulated through local Police and Crime Plans to reflect the diverse needs and priorities of communities.

3. Why does policing need to change?

- 3.1 Globalisation continues to accelerate and present new challenges resulting in a rise in the complexity of the police task. Communities will become increasingly diverse and complex, with an increasingly aging society, 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.
- 3.2 Policing must embed legitimacy, trust and confidence, underpinned by the Code of Ethics. It must be responsive to national and international political changes, such as the vote to leave the European Union, a possible 'British Bill of Rights', the current Investigatory Powers Bill and organisational and governance changes to the emergency services contained in the Policing and Crime Bill 2016. It is imperative that we continue to foster international cooperation.
- 3.3 The police service faces both new and evolving crime challenges. Police have continued to reduce acquisitive crime but are now dealing with significant increases in cases of child sexual exploitation, safeguarding concerns and domestic abuse. These "high harm" crimes are complex in nature, staff intensive and police officers dealing with them are rightly subject to high levels of personal accountability and public scrutiny. Other crimes like fraud often target the vulnerable and have a significant impact on victims. We need to ensure we get our response to these crimes right.
- 3.4 Serious and organised crime generates new threats, like human trafficking, while terrorism has become more fragmented and harder to combat. The volume and severity of serious and organised and cybercrime, and other threats to the UK that have an international dimension is also growing, as criminal and terrorist networks seek to take advantage of globalisation and more services and transactions take place online.
- 3.5 As people do more and more online, the threat from cybercrime grows - whether its fraud, data theft, grooming and exploitation of children or stalking and harassment. Likewise, future technologies, such as driverless cars, virtual reality and implant technology, will pose new risks and opportunities for the police service. Policing has to focus on protecting people from this type of harm through the development of new tactics and capabilities.
- 3.6 Policing will need to ensure it has the right partnership arrangements, intelligence, detection, and enforcement capabilities to deliver against its mission. There is a requirement for an aggregated response in which specialist resources are brought together from a number of police forces to ensure emerging threats are tackled effectively.
- 3.7 The increasing availability of information and new technologies offers us huge potential to improve how we protect the public. It sets new expectations about the services we provide, how they are accessed and our levels of transparency. Digitisation also offers significant potential to accelerate business processes, manage risk more effectively and revolutionise the criminal justice process.
- 3.8 As the nature of crime changes so must the skills required of the workforce. We will need to compete for the best people to create a police service better equipped to deal with changing requirements. This will mean forces will be better at tackling crime and the public will have greater confidence in the police.
- 3.9 The public expects us to protect them from harm. The only way we can address the new policing challenges with this smaller resource base, without reducing the quality of services, is by transforming our approach to policing.

4. What will change?

Local Policing

4.1 The challenges in relation to Local Policing include:

- Police need to develop a proactive and sophisticated understanding of community needs to keep people safe, particularly as communities become more diverse and complex. To these ends, we have invested in neighbourhood policing using uniformed police officer, community engagement officers and police community support officers to help solve local problems, tackle anti-social behaviour and build trust and legitimacy in communities.
- The British policing model, with its tangible link between citizens and police in their area through local policing combined with specialist services that operate at regional, national and even international level, is envied all over the world. We want to maintain this valuable policing effect whilst adapting to changes both to communities and to public expectation of the police service.
- Most forces do not have a thorough evidence-based understanding of demand, which makes it difficult for them to transform services intelligently and demonstrate they are achieving value for money.
- Policing must address the sources of demand on its resources working with a range of partner agencies including health, education, social services, other emergency services, criminal justice and victims' organisations. This work needs to reflect the more complex emerging crime challenges whilst being conscious of service-drift, as partner agencies capacity is reduced. We also recognise that the Wellbeing of Future Generations (Wales) Act will oblige Welsh police forces to contribute to the wellbeing of communities and individuals through collaboration with partner agencies.

By 2025 Local Policing will be aligned, and where appropriate integrated, with other local public services to improve outcomes for citizens and protect the vulnerable.

4.2 We will do this by:

- Ensuring policing is increasingly focused on proactive preventative activity as opposed to reacting to crime once it has occurred.
- Working with our partners to help resolve the issues of individuals who cause recurring problems and crime in the communities they live in; reducing the requirements that these people place on the public sector and policing specifically.
- Using an improved understanding of vulnerability, both in physical and virtual locations, as a means of improving and differentiating service and protection. This may mean adapting to evidence of what works locally in targeting vulnerability and areas of high demand and need.
- Supporting multi-agency neighbourhood projects that build more cohesive communities and solve local problems - it will often not be realistic for police to play the central role. These initiatives must be enhanced by working with the Government to ensure projects are not undermined by differing boundaries, multiple service providers and incompatible data sharing policies.
- Improving data sharing and integration to establish joint technological solutions and enabling the transfer of learning between agencies and forces so we can work more effectively together to embed evidence based practice, especially those determined by partners such as academia and the College of Policing. We must understand the wide ranging concerns of citizens and be able to communicate across all forms of public contact (including new technologies and social media), which will require significant analytical and forecasting capabilities, which must be reflected within the workforce.
- Working with partners to foster a culture shift around the delivery of public protection, away from a single organisation mentality towards budgeting and service provision based on a whole-system approach, pooling funds where appropriate to achieve common aims for the benefit of the public.
- Adopting a place-based approach with more multi-agency teams or hubs to tackle community issues requiring early intervention across a range of agencies and organisations. Moving beyond single service based practice to "whole place" approach to commissioning preventative services in response to assessments of threat, harm, risk and vulnerability.

Specialist Capabilities

4.3 The challenges in relation to Specialist Capabilities include:

- The threat from terrorism, cybercrime and organised crime will continue to grow while taking new and unexpected forms. As a result, policing will need to focus even more on protecting individuals, organisations and society as a whole through the development of new law enforcement capabilities and ensuring our people are trained and equipped to deal with the new and changing threats.
- There is a need to establish which operational policing capabilities are best provided by forces at the local, cross force or national level to provide efficiencies without losing the ability to deploy rapidly on the basis of threat, risk and harm.

By 2025, to better protect the public, we will enhance our response to new and complex threats, we will develop our network and the way we deliver specialist capabilities by reinforcing and connecting policing locally, nationally and beyond

4.4 We will do this by:

- Enhancing and focusing on capability and achieving value for money by exploring a range of models for service delivery – scaling up specialist capabilities and standardising force and individual functions where appropriate. This approach to specialist and support functions will rationalise the number of locations required to support provision of an effective police service, allow capabilities common to different policing activities to be deployed flexibly, and ensure availability to all forces
- Developing the way policing is structured so more specialist services are shared and delivered in the most effective way through national, cross-force or hub structures, while ensuring any pooling does not risk capabilities being drawn to urban areas to the detriment of rural areas. This must be led by local PCCs and chief constables who can provide oversight and accountability, and cannot be imposed from the top down
- Establishing a common methodology that recognises different threats, geographies and population densities to map resource against demand, by working with partners such as *******S23** and the Security Service as well as recognising the governance arrangements of specialist and non-Home Office forces.

Workforce

4.7 The challenges in relation to Workforce include:

- The service provided is critically reliant on the quality of its people. It needs to be delivered by a professional workforce equipped with the skills and capabilities necessary for policing in the 21st century. It is also clear many individuals now have different work and career aspirations and needs. This has to be taken into account with the workforce model and supporting police education and professional development frameworks that are developed to ensure the police service attracts a representative mix of people with the right skills, knowledge and potential, behaviours and values to deliver the policing vision.
- Effective leadership and management is critical. The service needs to create a culture that values difference and diversity and which empowers individuals to maximise their contribution through continuous professional development and the encouragement of reflection and innovation.
- The current employment model needs to provide the right reward and recognition outcomes for police officers and staff as well as be affordable for communities.
- Policing is built on our people. There is a need to add critical new skills to the service, get the right mix between officers and staff and be more representative of the communities we serve to achieve our vision.
- Changes to the culture and leadership of the service are vital if policing is to innovate at the pace required.

By 2025 Policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet challenging requirements.

4.8 We will do this by:

- Continuing work to build a culture which values difference, openness and transparency, underpinned by the shared values and behaviours set out in the [Code of Ethics](#).
- Establishing a methodology and framework which helps practitioners across policing contribute towards building knowledge and standards based on evidence.
- Creating routes to enter, leave and re-enter policing which are clear, flexible and consistently applied across the service.
- Setting clear and consistent requirements for entry into policing and for accreditation to defined ranks and roles in the service.
- Supporting key aspects of policing training and development through academic accreditation which recognises the skills and knowledge of our workforce.
- Creating independently validated frameworks of continuing professional development for all in policing, helping them gain recognition for their skills, progress their careers and fulfil their potential.
- Developing our staff and working with our statutory regulators to define a better balance between personal accountability and a bureaucratic fear of making mistakes.
- Developing a comprehensive understanding of demand on policing and matching it to knowledge, skills, and capability to meet that demand in a consistent and cost effective way
- Exploring opportunities for police conditions of service to reflect flexibility, reward contribution, competence and skill levels using a model which is affordable.
- Consideration of a more consistent national framework for police staff terms and conditions to support collaboration while enabling appropriate local flexibility.
- Creating a leadership and management development model which equips leaders at all levels to meet the challenges of the future and, by empowering policing professionals, allows levels of supervision and checking to be reduced.
- Building an evidence base on staff wellbeing, procedural justice and maximising discretionary contribution so that those who work in policing can be supported and valued through change.
- Creating further opportunities for members of the community to volunteer (or take apprenticeships) within the service.
- Implementing the College of Policing leadership review to equip leaders of the future with the skills and knowledge to succeed, and exploring opportunities to achieve efficiency and broaden leadership experience and perspective through integrating leadership development within and outside of the public sector.
- Supporting the workforce through change so that they feel valued and retain their commitment and sense of vocation while adapting to meet the new challenges.

Digital Policing

4.5 The challenges in relation to Digital Policing include:

- The recent rapid development of technology means it plays a significant and central part in almost everything we do. Policing must embrace this new world and adapt to the new threats and opportunities it presents for 21st century policing.
- The internet is changing the way the public are using technology; the ways they want to engage with policing; and their expectations of the services they wish to receive.
- Online crime has also grown dramatically. The internet has provide the opportunity to commit new types of crime, enabled some crime types to be committed on an industrial scale and facilitated many forms of “traditional” crime. Phishing, trolling, malware, online scams, revenge pornography and the proliferation of child abuse imagery go largely unrecorded, unanalysed and, as a result, are not fully understood. Criminals are exploiting technology, and the tools to preserve anonymity online, more quickly than law enforcement is able to bring new techniques to bear.
- A part of the digital world is the increasing abundance of digital evidence; from CCTV footage to emails to phone records, evidence has now gone digital and there is a requirement to ensure it is accessible, readable and has long term integrity, when current technology, systems or formats have been replaced or decommissioned. There is a further requirement for a seamless interface between policing and the criminal justice system to ensure digital evidence can be presented easily and without delay.

By 2025 Digital policing will make it easier and more consistent for the public to make digital contact, improve our use of digital intelligence and evidence and ensure we can transfer all material in a digital format to the criminal justice system.

4.6. We will do this by:

- Using new technology to reach out to individuals who are living more of their lives online and communicate with them digitally. While exploiting this opportunity, it must be balanced with maintaining traditional public contact for parts of the community which may not be digitally enabled.
- Gathering comprehensive information about victims, offenders and locations quickly from mobile technology and using analytics to help us make decisions about where we target limited resources.
- Making timely information and intelligence available to operational staff on mobile devices.
- Working with partners such as the College of Policing and Police ICT Company to secure a solid evidence base of 'what works', addressing sources of demand, and developing and encouraging uptake of existing and emerging technologies.
- Developing digital investigation and intelligence capabilities to improve our understanding of the digital footprint to counter internet facilitated, cyber enabled and cyber dependent criminality.
- Working with the criminal justice system to ensure connectivity to support the sharing of digital material. This will include working with partners across the criminal justice system to improve the experience of victims.
- Accelerating implementation through identifying and driving key solutions that will make the most impact.
- Giving our workforce the digital tools and expertise to investigate all incidents and crimes effectively and efficiently.

Enabling Business Delivery

4.9 To ensure policing is able to meet changing demands forces will have to further change the way that support services are delivered.

By 2025 police business support functions will be delivered in a more consistent manner to deliver efficiency and enhance interoperability across the police service

4.10 We will do this by:

- Working with the Police IT Company to prioritise investment in developing common data standards and encouraging national approaches to technology investment, establishing future capability requirements, realising shared benefits, governance, skills and training requirements.
- Exploring the wider opportunities of working with partner agencies such as the management of offender rehabilitation or improving cohesion and delivery across the criminal justice system.
- Providing business support functions, working to common standards, in a manner that realises greater economies of scale through consolidation into cross-force units.
- Enabling greater joint working between local authorities, emergency services and local police forces, including formal integration of back office functions.
- Delivering savings by undertaking more shared procurement.

Governance and accountability

4.11 The challenges in relation to governance and accountability include:

- The PCC's statutory responsibility to ensure the efficiency and effectiveness of their police forces is now the firmly embedded keystone of policing governance, at the same time with operational independence being preserved.
- Recent history has seen significant shifts from a centrally driven and target-based police environment towards one characterised by an emphasis on localism. While central government is bound to retain a critical role in policing, local difference and local accountability are now more highly valued.

- Forces have been responding to these changes by collaborating with neighbouring forces and local partner agencies to improve efficiency and effectiveness. It is important that this continues with reference to a clear set of goals to optimise the benefits and avoid a fragmented national picture.
- There will be both further challenges arising, from the implementation of the Policing and Crime Bill, with its provision for change in Fire and Rescue Services responsibility, from the implementation of the Strategic Policing Requirement and from the devolution of powers both in areas where there are to be Mayors elected through devolution deals and to the Welsh Government.
- None of these changes can undermine local choice in the way policing is delivered nor the role of the PCC in setting priorities and holding chief constables to account and those two features will prevail as local, cross force and national accountability arrangements are devised.

By 2025 there will be clear accountability arrangements to support policing at the local, cross force and national levels.

4.12 We will do this by:

- Ensuring that PCCs continue to be at the heart of engaging communities in the reform plans so that the public understand and have confidence in any change.
- PCCs, working with chief constables, will ensure that there is coherence between oversight of the police reform programme and local policing and crime plans.
- Ensuring PCCs continue to play an important role in convening and building effective working relationships between the police service, central government, criminal justice and community safety partners.
- Continuing to develop arrangements appropriately recognising the roles of different policing bodies.
- Determining the best way of delivering police services and structuring accountability models to ensure appropriate PCC oversight, governance and accountability.
- Ensuring that, at whatever level, policing services are delivered (whether local, regional or national) they will be accountable for home office forces, or responsive in the case of the broader policing family, to the public through PCCs.

Appendix B: Summary of September 2016 PTF Bids

Reference	Title	Summary
SEPT16001	East Midlands Regional Unit for the Disruption of FNO, MS and OIC	This is an implementation ready bid for a tactical co-ordinator post to plan and prepare during 2016/17 for the East Midlands region to have a structure and strategy in place to effectively tackle and disrupt FNO, MS and OIC.
SEPT16002	United Kingdom Protected Persons Service- 'Shield' IT System	This is an implementation ready bid for the national roll out of the fully accredited Home Office 'Shield' system to the United Kingdom Protected Persons Service (UKPPS).
SEPT16003	East Midlands Regional Body Worn Video Solution for Authorised Firearms Officers	An implementation bid to procure and implement a regional Body Worn Video Solution for Authorised Firearms Officers (AFO).
SEPT16004	Tri-Force Collaborated Custody function exploiting new Technology (Cell Video Solution)	This is an implementation ready bid to commission and install an in-cell point to point video solution for custodial purposes including Inspector and Superintendent reviews, offender management and diversion, remote solicitor consultations, interpretation services and digital signage.
SEPT16005	National Business Crime Reduction Hub	An implementation ready bid to create a National Business Crime Reduction hub; a police-led centre of excellence, to coordinate national activity, synchronise police service support for businesses, encourage innovation and business investment.
SEPT16006	Public Private Partnership Intelligence Collaboration	Implementation ready bid to provide public sector match funding to enhance a private/public sector national intelligence system that businesses use to inform and support law enforcement and prevention throughout England and Wales.
SEPT16007	Supporting vulnerable people to cut crime and anti-social behaviour	An implementation ready bid to reduce the use of s136 across South Wales and provide a more timely and acceptable intervention for individuals in mental distress and crisis who find themselves in police custody.
SEPT16008	Introduction of Pan Wales Operational Records Management System – Feasibility Study	A proof of concept bid for a record Management Systems (RMS) to provide a single, unified, operational policing system that manages information in relation to the core policing entities – people and vehicles, organisations, incidents, intelligence to name but a few.
SEPT16009	Preventative Policing – Harm Reduction Team	A proof of concept bid for developing an early-intervention safeguarding capability delivering support to vulnerable individuals referred to agencies that don't meet high risk thresholds of existing programmes, reducing the potential of future exploitation and criminality.

RESTRICTED

SEPT16010	Maximising Digital Intelligence	A proof of concept bid for using the i2 analytical product, enhance the collection of digital material, its analysis and dissemination to enable smarter, more effective and efficient police investigations.
SEPT16011	Defining the Digital Intelligence & Investigations Service Model for Local Policing	A proof of concept bid to design and develop the Capability Building Blocks of a Digital Intelligence and Investigations (DII) service model for Local Policing and deliver this service model into another policing environment in order to validate its performance.
SEPT16012	Scientific Services Unit (SSU) Forensic Logistics and Case Management Software Solution	An implementation ready bid for the introduction of a new Forensic Logistics and Case Management software system to modernise and transform the data handling and tracking of exhibits and case management records for Scientific Services in Bedfordshire, Cambridgeshire and Hertfordshire Police areas (BCH). This is a collaborated function for the three forces.
SEPT16013	Bedfordshire Blue Light Integration Project (Police, Fire & Ambulance)	A proof of concept bid for the creation of a shared Bedfordshire Police (BP) and Bedfordshire Fire and Rescue Service (BFRS) headquarters site and a number of shared blue light operational bases throughout the county.
SEPT16014	Tri-Force ERP System	A proof of concept bid to develop a Business Case for implementing a single ERP solution as a key enabler to further collaboration and efficiencies across Avon and Somerset Police (ASP), Gloucestershire Police (GP) and Wiltshire Police(WP).
SEPT16015	Professionalise and accredit on a national basis, civilian investigators	A proof of concept bid to accredit civilian investigators employed by forces.
SEPT16016	ESSEX POLICE AND FIRE SERVICE COLLABORATION	A proof-of-concept bid to underpin effective collaboration between police and fire and rescue. It focuses on demand-shift using online technology, and a joined up approach to service delivery across agencies.
SEPT16017	The National Expansion of Police Now	An implementation ready bid to enable Police Now to accelerate the development of the Police Now programme in order to meet the increasing demand from forces.
SEPT16018	Re-design and pilot of a new Police Recruitment Assessment Centre	An implementation ready bid for the redesign and piloting of a new police recruit assessment centre, which forms recommendation one of the College of Policing Review of Police Initial Recruitment.
SEPT16019	Southern Wales Fleet Integration	An implementation ready bid for the enhancement and future utilisation of the Fleet IT system for the 3 Southern Wales forces (Gwent, South Wales and Dyfed Powys).
SEPT16020	Fully Integrated Resource Management Systems (FIRMS) – South Wales & Gwent Police	An implementation ready bid for a collaboration project is to adopt single integrated systems and processes for managing the back office support functions including the resource management systems for South Wales & Gwent Police.

RESTRICTED

SEPT16021	Employing a Child Psychologist to improve Child Sexual Abuse Investigations	An implementation ready bid to provide a psychological understanding of children/ young people who are victims of sexual abuse and deliver interview strategy and risk assessment advice to achieve best evidence when obtaining evidential accounts.
SEPT16022	Building a Better Force	Both a proof of concept and implementation ready bid for a Business Transformation and Enterprise Design programme that aims to re-engineer Staffordshire Police to become a more flexible, agile and high performing organisation ready to meet future and changing demand.
SEPT16023	Modelling the delivery of place based public safety	Proof of concept bid for a model for large-scale place based public safety, considering technological and operational delivery.
SEPT16024	2020 Model for Single Blue Light Business Support Functions	An implementation ready bid for the transformation of professional and business support functions across emergency services through development, integration and implementation of a single business support service operating model, common standards and processes under the Chief Constable's employment.
SEPT16025	Up2U Domestic Abuse Perpetrator Programme	An implementation ready bid for "Up2U", a domestic abuse perpetrator programme which recognises that people use domestic abuse for different underlying reasons; therefore Up2U is an assessment led intervention programme responding to individual need, risk and responsively by offering tailored packages.
SEPT16026	Bedfordshire, Cambridgeshire, Hertfordshire (BCH) Strategic Alliance – Organisational Development and Continuous Improvement	An implementation ready bid for BCH Strategic Alliance to become a regional centre of excellence in Continuous Improvement, particularly in relation to technologically-enabled transformation and cultural change.
SEPT16027	Development and delivery of an open interface between the national PentiP platform and Case Preparation systems	An implementation ready bid for a new, generic two-way interface to be developed to remove the need for double keying, improving efficiency and ensuring consistently in data quality in both PentiP and the Case Preparation systems.
SEPT16028	Mobilising the Alliance	A proof of concept bid for driving transformation and continuous improvement through the mobilisation of people, places and technology.
SEPT16029	A vehicle dedicated to transport patients in mental health crisis.	An implementation ready bid to commission a vehicle dedicated to the safe transport of patients detained by police and other partners under the Mental Health Act to health based places of safety.

RESTRICTED

SEPT16030	Continuing to reduce vulnerability through engagement of communities and staff	A proof of concept bid to build an integrated public service offer around vulnerability informed by local communities and delivered by staff with the right skills, training and culture.
SEPT16031	Lancashire Public Service Learning Academy	Proof of concept bid to develop an internationally recognised, purpose built learning and development academy to collaborate current or future practitioners and leaders, integrating training to bring about transformational change and integrated public services.
SEPT16032	National Integrated NicheRMS Data Sharing Hub	To design and deliver a scalable proof of concept that verifies the solution (technical and process) by which UK police forces can access each other's real-time operational data.
SEPT16033	The Wales Integrated Serious and Dangerous Offender Management (WISDOM) project.	An implementation ready bid to optimise collaboration in identification, assessment and 'real time' offender management (including shared IT platform) of those posing the highest risk, threat/harm, thereby preventing serious crimes and protecting victims.
SEPT16034	Digital Sources as a Service (DSaaS) for the LENS community	"Digital Sources as a Service" Proof of Concept (PoC) demonstrating cost savings and efficiencies available from provision of sources of intelligence and evidence via a managed service to the LENS community.
SEPT16035	Tackling pathways to offending	Proof of concept bid to provide start-up funding to establish an evolutionary hub that coordinates three levels of prevention, diversion and intervention support across Devon and Cornwall.
SEPT16036	Bedfordshire, Cambridgeshire, Hertfordshire (BCH) Strategic Alliance – Digital Learning Management System	Implementation ready bid for a Digital Learning Management System (DLMS) to innovatively transform BCH training delivery model, achieving significant efficiencies, increased productivity and, opportunities to integrate training delivery across the Eastern Region.
SEPT16037	Cloud Hosting Data Centre Services	Implementation ready bid for the delivery of a secure Cloud to reduce capital building and IT replacement costs, respond to government strategy for Cloud and underpin and enable delivery against the National Policing Vision 2020, enabling and supporting the collaboration strategy, develop policing to better utilise IT assets and enable greater flexibility and scalability.
SEPT16038	Mobile Office Transformation	Implementation ready bid for the roll out of mobile devices to assist the New Policing Model for Derbyshire Police.
SEPT16039	Avon & Somerset Criminal Justice Service Transformation – Proof of Concept	Proof of concept bid to transform the local criminal justice service, accelerate and enhance national efficiency and reform programmes and provide a model for PCCs to drive locally-tailored transformation.

RESTRICTED

SEPT16040	Domestic Abuse: A Whole System Approach	Both a proof-of-concept and implementation ready bid to transform domestic abuse services by giving police, partners and victims the ability to truly deliver lasting change and provide a template for all forces to deliver on.
SEPT16041	Merseyside Police / Fire & Rescue Service (MFRS) Corporate Services Collaboration Project	Proof of concept bid to support the commissioning of a joint initial programme of work to collaboratively transform 18 corporate-services functions across MFRS and Merseyside Police, developing efficiency and effectiveness in service delivery.
SEPT16042	Automated Facial Recognition	Both a proof-of-concept and implementation ready bid for investing in high performance facial recognition technology to improve organisational efficiency and enhance public security.
SEPT16043	Solar Powered Uniform Recharging (SPUR)	Proof of concept bid for examining the feasibility of harnessing solar power technology through the hi-visibility equipment carry jacket to provide a means of charging police officers' mobile technology.
SEPT16044	East Midlands Region - Non-Crime ICT Platform	Implementation ready bid to deliver the UK's first non-crime ICT platform across the East Midlands Policing Region, using the most current version of Niche in world-wide deployment.
SEPT16045	Shared Digital Policing Platform (Proof of Concept for the East Midlands)	A proof of concept bid to deliver a blueprint design and detailed implementation plan for a shared digital policing platform for Lincolnshire and Derbyshire Police (implementation timescale is 2017/18).
		S23
		S23
SEPT16048	Design of Eastern (7 Force) Shared Data Library	A proof of concept bid to design a scalable platform able to store legacy information as forces migrate to Athena, allowing for continued access to valuable data across the 7 forces and wider.
SEPT16049	National Automatic Number Plate Recognition (ANPR) Co-ordinator and Transformation Team	An implementation ready bid to provide National Co-ordination role for sharing ANPR best practice, leading the implementation of national ANPR strategy and co-ordinating planned significant technology change with business change support from Transformation Team.

RESTRICTED

SEPT16050	Transforming policing's approach to vulnerability	Implementation ready bid to accelerate key elements of work including the development of comprehensive training for frontline officers and strengthening the support provided to those investigating Child Sexual Abuse through a licence to practise approach.
SEPT16051	Transforming Police Forensics and Biometrics Programme	Proof of concept bid for the Joint Forensics and Biometrics Programme will set out the evidence base and benefits for transforming police forensics and biometrics through establishing a national programme management office; delivering a "real time forensics" proof of concept programme; developing a full business case for transformation; and strengthening the research and development that needs to underpin modern forensics and biometrics.
SEPT16052	7 Force Strategic Collaboration Policing and Criminal Justice Bid	Proof of concept bid from the Offices of the Police and Crime Commissioners for Bedfordshire, Cambridgeshire, Hertfordshire, Essex, Kent, Norfolk and Suffolk are seeking to enable transformation of the Criminal Justice System across the 7 Force area.
SEPT16053	Attracting and recruiting a more representative workforce with the right skills, knowledge and experience to meet challenging policing requirements	A proof of concept bid to deliver a robust options assessment and business case to develop an innovative, modern approach to e-recruitment and careers / jobs related information. The aim of this work will be to deliver a solution to attract the widest possible pool of talent to a career in policing and widen the breadth of skills and experiences within the sector to meet the ever growing challenges of modern day policing.
SEPT16054	The Teaching Police Force Initiative	Proof of concept bid for North Yorkshire Police and the University of York to significantly strengthen their strong relationship so that we create what we believe is the country's first teaching police force.
SEPT16055	Investigation of mobile live links options for victims and witnesses in hard-to-reach areas	A collaborative proof of concept bid from North Yorkshire and Cumbria forces and their CJS partners to develop a full business case with technical options for a mobile live links unit.
SEPT16056	Big Data and Analytics Solution for UK Law Enforcement	Proof of concept and implementation bid to scope the delivery of an analytics solution for UK law enforcement, an ambitious end state vision, of which this proposal represents the first step.
SEPT16057	Transforming accessibility and visibility with citizens of Suffolk and Norfolk	Implementation ready bid to seek funding for rural policing initiatives that improve accessibility, visibility and communication for citizens of Suffolk and Norfolk.
SEPT16058	Redevelop BCH's Digital Policing Solution tuServ onto Android platform	Implementation ready bid for redeveloping 'tuServ' to run on Android to sustain the current policing model.

RESTRICTED

SEPT16059	Productivity Services	A proof of concept bid to create a national and standardised technology platform that delivers productivity benefits such as collaborative production for documents, spreadsheets and presentations (amongst other examples) and the storage and management of these files, email and file-sharing, aiming to remove barriers to operational efficiency and to enable joint working and digital engagement with the public. This project is estimated to make savings of £17.8m over the next four years.
SEPT16060	Identity Access Management (IAM)	Proof of concept and implementation ready bid for enabling seamless user access to local, regional and national information, network and applications including cloud services in an efficient and effective manner.
SEPT16061	Security Operations Centre (SOC)	Proof of concept bid for the establishment of a Security Operations Centre to deliver a nationally coordinated monitoring, response and remediation capability in order to protect all UK police forces from cyber threats.
SEPT16062	Expansion of mobile working	Implementation ready bid to expand a successful mobile data programme into our volunteering programme and enable a cultural shift to flexible working.
SEPT16063	ResilienceDirect Multi Agency Response Application	Implementation ready bid for ResilienceDirect Multi Agency Response Application providing secure access to all emergency responders to enable instant real time shared situational awareness during a response; it will underpin the JESIP principles.
SEPT16064	First deployment of an Office365 Collaborative Platform within an operational policing setting in UK	Implementation ready bid of adoption and deployment of cloud-based collaboration services such as Email, SharePoint, Skype for Business to enhance efficiencies in collaboration across Devon and Cornwall and Dorset. Acting as a national test-bed for cloud based collaborative working.
SEPT16065	ActivAte 2020 Behavioural Change Pilot	The implementation of a wellbeing programme comprising physical activity, nutrition and sleep quality - supported by the use of activity tracking devices for motivation, data collection and evaluation.
SEPT16066	Costed options appraisal for integration of diverse processes and systems into a harmonised Command, Control and Public Contact services	Proof of concept bid for a costed options appraisal to explore delivery of common command, control and public contact services - integrating at the point of use without replacing disparate back end systems and exploiting ESMCP.

RESTRICTED

SEPT16067	Professionalising the policing response to modern slavery (MS)	Implementation ready bid to enable Policing to understand, develop grip and proactively tackle Modern Slavery, influencing upstream prevention activity and strategy development. Professionalises and supports investigations; facilitates consistent criming routes for complex NRM cases.
SEPT16068	Development of a North East Regional Virtual Neighbourhood Community	A proof of concept bid for a transformational approach to the multi-faceted problem of cyber-crime - harnessing expertise to create a regional virtual neighbourhood community and to up-skill our staff and communities to ensure their safety online.
SEPT16069	Fire/Emergency Services Liaison Support	Implementation ready bid for resources to support Police and Crime Commissioners (PCCs) in better joining up the governance of fire and possibly other emergency services with policing.
SEPT16070	Transformation Resourcing	Implementation ready bid for resources to support the transformational work of the Police Reform and Transformation Board to enable the delivery of the Home Secretary's ambition for transformational change in policing.
SEPT16071	Early Investigative Advice CPS RASSO Pilot	An implementation ready bid for the continuation and up-scaling of an existing CPS/Police collaboration pilot, to a regional project of CPS Early Investigative Advice Rape and Serious Sexual Offence (RASSO) lawyers embedded within the police service across the Eastern Region.
SEPT16072	North East Transformation, Innovation and Collaboration (NETIC)	An implementation ready bid to deliver transformational collaborative policing across the North East by maximising the design and delivery of Strategic Policing Capabilities, identifying new themes and functions to amplify collaboration, addressing threats, risks and harm.

Appendix C: List of recommended bids

Change management support		Yr 1 (Q9)	Yr 2	Total
SEPT16069	Fire/Emergency Services Liaison Support	10,968	29250	40,218
SEPT16070	Transformation Resourcing	154,125	406900	561,025
Local Policing				
SEPT16005	National Business Crime Reduction Hub	241,941	398,681	640,622
SEPT16006	Public Private Partnership Intelligence Collaboration	125,000	250,000	375,000
SEPT16009	Preventative Policing – Harm Reduction Team	73,819	0	73,819
SEPT16023	Modelling the delivery of place based public safety	141,671	0	141,671
SEPT16030	Continuing to reduce vulnerability through engagement of communities and staff	372,680	0	372,680
SEPT16033	The Wales Integrated Serious and Dangerous Offender Management (WISDOM) project.	490,289	885,425	1,375,714
SEPT16035	Tackling pathways to offending	403,219	355,250	758,469
SEPT16039	Avon & Somerset Criminal Justice Service Transformation – Proof of Concept	239,200	0	239,200
SEPT16040	Domestic Abuse: A Whole System Approach	814,199	0	814,199
SEPT16052	7 Force Strategic Collaboration Policing and Criminal Justice Bid	30,000	40,000	70,000
Specialist Capabilities				
SEPT16002	United Kingdom Protected Persons Service- ‘Shield’ IT System	357,302	227,683	584,985
SEPT16046	Implementing an efficient system to assess the policing response to organised-crime.	36,844	101,533	138,377
SEPT16051	Transforming Police Forensics and Biometrics Programme	1,948,348	4,003,857	5,952,205
SEPT16067	Professionalising the policing response to modern slavery (MS)	713,000	4,268,000	4,981,000
SEPT16072	North East Transformation, Innovation and Collaboration (NETIC)	139,545	0	139,545
Workforce				
SEPT16015	Professionalise and accredit on a national basis, civilian investigators	84,800	166,800	251,600
SEPT16017	The National Expansion of Police Now	1,793,799	3,537,785	5,331,584
SEPT16018	Re-design and pilot of a new Police Recruitment Assessment Centre	450,000	0	450,000
SEPT16050	Transforming policing’s approach to vulnerability	155,900	1,743,300	1,899,200
SEPT16053	Attracting and recruiting a more representative workforce with the right skills, knowledge and experience to meet challenging policing requirements	540,575	0	540,575
Digital Policing				
SEPT16011	Defining the Digital Intelligence & Investigations Service Model for Local Policing	372,270	1,106,750	1,479,020
SEPT16056	Big Data and Analytics Solution for UK Law Enforcement	2,030,556	0	2,030,556

RESTRICTED

Business Enablers				
SEPT16004	Tri-Force Collaborated Custody function exploiting new Technology (Cell Video Solution)	485,476	0	485,476
SEPT16026	BCH Strategic Alliance – Organisational Development and Continuous Improvement	249,775	317,712	567,487
SEPT16044	East Midlands Region - Non-Crime ICT Platform	2,890,522	0	2,890,522
SEPT16059	Productivity Services	737,600	5,089,200	5,826,800
SEPT16060	Identity Access Management (IAM)	610,000	2,730,000	3,340,000
SEPT16061	Security Operations Centre (SOC)	1,100,000	8,910,000	10,010,000
SEPT16066	Costed options appraisal for integration of diverse processes and systems into a harmonised Command, Control and Public Contact services	543,300	0	543,300
TOTALS		18,336,723	34,568,126	52,904,849

Chief Constables' Council

College of Policing update on workforce transformation

Date 12 October 2016 / Agenda item 7

Security classification:

Disclosable under FOIA 2000:

Author: College of Policing CEO

Force/organisation: College of Policing

Date created: 27, September 2016

Attachments @ paragraph: 1.1, 3.5, 3.7

Appendix A

Appendix B

Appendix C

1. INTRODUCTION/PURPOSE

- 1.1 The purpose of the College of Policing is to provide all those working in policing with the skills and knowledge necessary to prevent crime, protect the public and secure public trust. In working towards this purpose, the College is leading a range of programmes supporting workforce reform. An overview of these programmes is attached as Appendix A. This paper provides Chief Constables with an update.

2 BACKGROUND

- 2.1 The College has three complementary functions:
- **Knowledge:** developing the research and infrastructure for improving evidence of 'what works'. Over time, this will ensure policing practice and standards are based on knowledge, not custom and convention.
 - **Education:** supporting the development of individual members of the profession. The College sets educational requirements to assure the public of the quality and consistency of policing skills, and facilitate academic accreditation and recognition of its members' expertise.
 - **Standards:** drawing on the best available evidence of 'what works' to set standards in policing for forces and individuals, for example, through Authorised Professional Practice (APP) and peer review.

- 2.2 The Leadership Review published by the College last year sets out a challenging future context for policing. Addressing these challenges will require the police to be highly adaptable, effective and operating from the basis of a knowledge of what works in policing. Police practitioners and decision makers should be confident professionals able to operate with high levels of autonomy and accountability. They will be supported by the disciplines of professional practice.
- 2.3 This will mean the following features become the norm in policing:
- evidence-based decision making
 - enacting the Code of Ethics
 - achieving and maintaining a licence to practise
 - attaining the correct level of police educational qualification
 - working from and contributing towards the knowledge base in policing
 - committing to meaningful continuing professional development.
- 2.4 Introducing these features of professionalism will support the police in decision making and use of powers which is consistent, fair, and undertaken by qualified and licensed professionals. Less supervision and checking should be required because police professionals will have increased and better informed discretion, along with higher levels of personal accountability. They will be supported by their employer and professional body and given access to the knowledge and standards required to succeed.

3 UPDATE ON COLLEGE WORKFORCE PROGRAMMES

- 3.1 The establishment of policing as a profession is underpinned by a substantial programme of work focussed on developing the features of professionalism identified at 2.4 above. Progress on key programmes is set out below.

Educational Standards: the qualification framework

- 3.2 The introduction of a Policing Education Qualifications Framework (PEQF) is a key step towards establishing policing as a profession and supporting the professional development of those working in policing. In early 2016, the College launched a consultation seeking views on:
- the establishment of a qualifications framework for policing, working in partnership with the higher education sector to set minimum education levels by level of practice or rank.
 - the development of opportunities for existing officers and staff to gain accredited and publicly recognised qualifications equivalent to their level of practice or rank.
 - the development of initial entry routes which involve self-funded undergraduate programmes, police-force funded graduate conversion programmes for graduates in other disciplines, and Higher Level Apprenticeships (HLAs).

- 3.3 Feedback from the consultation (3000 responses) was broadly supportive of the framework, with some reservations expressed about qualification used as a pre-requisite for entry and promotion.
- 3.4 Since then early progress has been made on the development of a **Higher Level Apprenticeship standard for Police Constables**. An HLA standard for police constable was submitted for approval by the Department for Education in August 2016. A detailed assessment plan is currently being prepared prior to consultation with the police service, which will include an event on the 15th November at Ryton. Work is also underway to scope a nationally-agreed degree specification /curriculum supporting achievement of this degree-level Constable apprenticeship. These initiatives are being led by the College in partnership with an employer (Trailblazer) group of police forces and a consortium of Higher Education institutions representing the HE forum for policing.
- 3.5 The College of Policing Board met on the 28th September 2016 to consider how proposals around other elements of the PEQF (rank qualifications, national directory of Recognised Prior Learning accreditation opportunities) should be taken forward. They agreed the framework outline, and requested that a further assessment of reasonable timescales for implementation should be carried out. The College will now seek views from Chief Constables and PCCs to inform these implementation timescales. A full update setting out further detail on these proposals is included as Appendix B to this paper.

Professional Development standards: role profiles

- 3.6 The College will be undertaking redevelopment of the current Police Professional Framework (PPF) following a successful bid to the Police Transformation Fund. The current PPF comprises a mix of role profiles and personal qualities /competency behaviours. The latter has recently been reviewed and will be replaced by the new competency and values framework (see below). The role profiles were last reviewed in 2009 and no longer meet the needs of policing. The intention is to now revise and update role profiles for all officers and staff including core and specialist roles. A new digital platform to host the framework will also be developed as part of the project and will eventually replace the existing framework hosted by Skills for Justice. This project is due to commence in November and will be completed by the summer of next year. In due course all forces will be asked to ensure their role profiles and behaviours are aligned.

Competency and Values Framework

- 3.7 The new Competency and Values Framework (CVF), replaces the PPF personal qualities and addresses Recommendation 3 of the Leadership Review. The framework allows for values-based recruitment, by incorporating a set of four core values which are developed from the principles of public life that underpin the Code of Ethics. The aim is to embed the new framework into all national College-designed and run processes at the next design cycle, beginning with Senior PNAC and the pilot of the new Initial Recruitment Process being delivered by the MPS and the College. The College has received feedback from the SPNAC and SCC directors that there

should have been greater consultation on the implications and timing of this change, and is running briefing sessions for SPNAC candidates to familiarise them with the CVF. Appendix C provides Chief Constables' with a full briefing on the development and implementation of the new CVF. The existing PPF Personal Qualities will continue to be supported for individual forces until implementation is complete.

Continuing Professional Development

- 3.8 The College has been working with Professional Development Champions in all 43 forces in England and Wales to support the adoption of continuing professional development as standard, through the provision of guidance, advice and events.
- 3.9 The Assessment and Recognition of Competence (ARC) process was developed to respond to proposals for competence to be linked to pay progression. A pilot was carried out on the foundation threshold assessment for all police constables approaching pay point 4, and the ARC process was formally launched on the 30 September 2016. From 1st January 2017 Constables will be assessed against:
- Initial Learning Assessment Units;
 - Relevant behaviours from the Policing Professional Framework (to be updated in due course); and
 - Their own Continuing Professional Development (CPD)
- 3.10 Further activity from October 2016 will include extending ARC to include higher skilled assessments for Constables and Sergeants and defining the criteria and assessment methodology for the special constabulary. To support this work, Chief Constables' Council agreed in July 2014 a requirement for all officers and staff from 30th September to:
- have a fully documented Professional Development Review (PDR) in place (this requirement was introduced by the Home Office for federated ranks in April 2015, to link performance to pay progression);
 - have PDR objectives that capture CPD requirements (which will align to the national, local and role specific guidelines).

Review of Police Initial Recruitment

- 3.11 The College has completed a review of **Police Initial Recruitment** in response to concerns that the current model may not meet the future recruitment needs of police forces. A final report setting out recommendations for change has now been published and is available on the College website. The recommendations include piloting of a new recruitment process; introducing modular assessments; improving the evidence base on attraction and marketing; improving the experience of applicants; and introduction of a national e-recruitment platform. The review team will be meeting on the 18th October to agree prioritisation and potential timeframes for implementation of the recommendations. The College has already started work with the Met to develop a pilot of a new recruitment process. The pilot will run with live candidates in early 2017 and a number of other pilot forces are taking part (including West Yorkshire, South Wales, Surrey, Sussex and Thames Valley).

Chief Officer Appointment Survey

- 3.12 Findings from the College's recent Chief Officer Appointments survey confirmed issues with attracting sufficient pools of candidates for chief officer positions. A range of challenges and barriers were identified in a competitive market. These included relocation issues for families, difficulties in understanding potential tax and pension implications, and perceived openness, transparency and fairness of selection processes. The College will be formally publishing the findings in November 2016.
- 3.13 A national working group comprising a range of stakeholders has been established to help co-ordinate and develop a strategic approach to address barriers to application and to help widen the pool of suitable candidates for senior posts. The first meeting of the Group will take place on the 18th October. The College is also carrying out Executive Search support to broaden applicant pools where this is requested.

Wider Leadership Review Activity

- 3.14 In addition to work already set out above, other activities to take forward recommendations arising from the Leadership Review include:
- The development of a **new model of leadership and management development** which over time will involve less intensive classroom based training. The College will be preparing a Police Transformation Fund bid to work with forces and members to support the application of a 70/20/10 model to workforce development (70% learning through experience and on the job; 20% via networking and interaction such as mentoring, shadowing or coaching; 10% through formal or structured learning).
 - Work on an **Advanced Practitioner pilot for constables** will be formally launched in January 2017 and conclude in the autumn 2018. An information day will be held at Ryton for the 3rd October to which all forces will be invited in order to determine whether or not they wish to be involved. Eligibility criteria for individual participation are currently being developed.

4 DECISIONS REQUIRED

- 4.1 Council members are invited to:
- a) note and provide feedback on the update set out in this paper.
 - b) work with the College to develop appropriate phasing and timescales for the PEQF, as set out at 3.5 and Appendix B to this paper.

Alex Marshall
Chief Constable

Appendix A



College of
Policing

college.police.uk

BetterProfessionals
for Better Policing

ATTRACT/ENTRY	DEVELOP	REWARD	EXIT/RE-ENTRY
Professionalising Policing Educational standards: a qualification framework across all ranks and roles.			
Development of initial entry routes: self/police funded undergraduate programmes; Higher Level Apprenticeships.	Professional development standards: review of role profiles (PPF) and new competency and values (CVF) to underpin all selection and assessment processes.	Accreditation of existing skills and experience	Formally recognised qualifications to support exit and re-entry
Review of Police Initial Recruitment to ensure we attract the best and recruit a diverse workforce that reflects the communities we serve	Continuing professional development: developing a CPD culture; up-to-date PDRs; development of PCs through ARC and wider workforce through National Police Promotions Framework.	Advanced practitioner recognition and further development of skills and expertise	Direct Entry and changes to police regulations.
Chief Officer Appointments: increasing the pool of suitable candidates offering the future leadership skills the service requires.	New model of leadership and management development changing the way we train and develop our officers and staff.	Supporting workforce well-being, as a core part of our business.	Business secondment opportunities to support exit and add value at re-entry.

Appendix B: Policing Education Qualifications Framework (PEQF) update paper

1 Summary

- 1.1 This paper provides Chief Constables with an update on the PEQF following decisions made by the College of Policing Board.

2 Background

- 2.1 PEQF is proposed as a national framework that sets education levels and qualifications by rank or organisational level of responsibility. While the plans have the most immediate implications for officer ranks, they will subsequently address specialist and policing-related staff roles - primarily those for which no equivalent framework exists outside policing and where a formal externally accredited qualification is considered necessary.
- 2.2 The introduction of the PEQF is intended to formally recognise, via externally accredited qualifications, the increasing complexity of policing and the high level skills and professionalism required both now and in the future. The framework is an essential building block and hallmark of a profession.
- 2.3 The College of Policing has consulted on the initial proposals presented in February 2016. The framework presented below has been informed by analysis of responses from the public consultation underpinned by more detailed focus group engagement and working group activity, and interviews with chief constables.
- 2.4 The College of Policing Board formally approved the education levels and qualifications outlined below at their meeting on the 28th September. They agreed further modelling and consultation should take place with Chief Constables and Police and Crime Commissioners to explore what a reasonable timeframe for implementation might be, given the workforce planning, cost and infrastructure implications and challenges for forces.

3 Update on PEQF proposals

Consultation Proposal 1 – ‘The establishment of a qualifications framework for policing, working with the higher education sector to set minimum levels’

- 3.1 Consultation and engagement with key policing stakeholders indicated support for the introduction of a nationally consistent framework. There has been an important change in emphasis from the original proposal which suggested qualification as a pre-requisite, to proposing attainment of the relevant qualification should be required in order to be confirmed in post. The table below outlines the initial proposal by organisational level of responsibility. Any qualifications related to specialist and/or policing-specific staff roles will be considered and developed in due course.
- 3.2 Apprenticeships feature heavily as the model offers a sound educational approach as well as an attractive funding mechanism. Enhanced use of apprenticeships could also help address concerns identified that cost might impact on the ability of policing to secure a diverse and representative workforce. The options recognise the additional opportunities available. The government’s ‘co-investment’ funding of 90% of the capped amount, for

additional apprenticeships once the levy pot is spent, will effectively enable forces to train individuals at only 10% of the cost.

Specialist roles

- 3.3 The PEQF will be developed and implemented in tandem with the redevelopment of the Police Professional Framework (PPF) role profiles¹² as the two frameworks are closely interconnected and interdependent. The PEQF will specify the minimum education levels and the relevant qualifications required for confirmation in post at each organisational level or rank (e.g. Constable, Sergeant). The PPF will specify the professional standards for specific / specialist roles (e.g. within investigation, fire-arms, public order etc.).
- 3.4 Every role profile will have clearly identified professional standards which an individual will need to demonstrate or evidence to be deemed competent and in a number of high risk roles, potentially qualify for a 'license' to practice or equivalent. For some roles, learning programmes and assessment criteria may be specified without a qualification, but might form part of a wider qualification (e.g. as a module or component of an award).

Delivery

- 3.5 In each instance, the respective qualification would be delivered by, or in partnership with, a Higher Education Institution (HEI) or provider that meets College of Policing approved criteria. At Service (Superintendent) and Force Leader (Chief Officer) levels, delivery is more likely to be offered by HEIs with strong track records at Masters and Doctoral level in research-based professional development.

Timeline

- 3.6 The indicative timeline for implementation of each element of the PEQF recognises concerns raised by some forces regarding the pace and scale of the changes. The proposed timeline offers an opportunity for the College to apply learning from any piloting, modelling and evaluations of specific elements, and take account of the need to have apprenticeship options in place in time for forces to be able to draw down their levy funding. The proposal is that by January 2020 there would be an expectation of national adherence by all forces to all elements of the framework.
- 3.7 Feedback from chief constables will be sought as part of further consultation and modelling to test the proposed timeframe. The date for the Chief Officer level 7 pre-requisite requirement would need to be considered alongside the timeframe for the superintending level 7 requirement for confirmation in post.
- 3.8 The timeline aligns with expiry of existing policing qualifications, specifically the IPLDP Diploma in Policing (i.e. current initial learning programme) and NPPF stage 4 qualifications (i.e. for Sergeant and Inspector promotions). The validity period for all 3 of these qualifications ceases in 2019.

¹² The College successfully bid to the Police Transformation Fund to create new role profiles for policing.

3.9 Education qualifications framework for ranks/levels

Future Structure Officer and Staff	Current Officer Rank Structure and Subsidiary Levels	Education Level	Education Qualification	Notes
Force Leader	Chief Constable*	7*	Strategic Command Course	<ul style="list-style-type: none"> • SCC to be reviewed – potential for revised programme to have credits towards a level 8 professional doctorate • Given superintendents will complete a full Masters qualification a pre-requisite for promotion to CO rank will be a Masters level qualification
	DCC			
	ACC			
Service/ Function Leader	Chief Superintendent	7	Masters Level Apprentice ship	<ul style="list-style-type: none"> • Full Masters programme (180 level 7 credits) embedded within apprenticeship standard. • Advanced standing / RPL opportunities for those with PG cert and/or other level 7 awards. • Further work required to define arrangements for those already with a Masters but likely to involve achievement of 'core learning' in terms of strategic leadership, management and research.
	Superintendent*			
Manager/ Expert Advisor	Chief Inspector	7	Post Graduate Certificate (Leadership and Management) 60 credits at level 7	<ul style="list-style-type: none"> • Designed to be appropriate for police offers and staff at this level. • Core elements to focus on leadership, management and research to support evidence based approaches. • Some flexibility/options to incorporate specific policing and/or role requirements. • Aligns to direct entry (Inspector) qualification. • Will replace current NPPF level 5 qualification
	Inspector*			
Team Leader/ Technical Lead	Sergeant	6	Police Leader Higher Level Apprentice ship Formal Qualification embedded	<ul style="list-style-type: none"> • 12 month apprenticeship at level 6 to replace the NPPF level 4 qualification. Qualification to be a professional level 6 leadership and management focused award. • Flexibility to embed opportunities for specialist learning to cover technical lead component. • Level 6 because new discipline field and many of the existing workforce will not have level 6 qualification as will have come through current level 3 initial learning programme.
Advanced Practitioner	Police Constable (Advanced Practitioner)	6 or 7		<ul style="list-style-type: none"> • Advanced Practitioner Model currently in development but role will not be a universal threshold. • Criteria for eligibility and qualification levels still to be determined.
Service Deliverer	Police Constable	6	Police Constable Higher level Apprentice ship	<ul style="list-style-type: none"> • Entry by 1 of 3 initial routes. • All PCs will have obtained a level 6 qualification and met all police learning standards by the end of probationary period. • HLA to include specialist learning opportunities in latter part of programme. • A national graduate conversion programme will be developed for standard entry. • Consideration to be given to direct entry graduate programmes in specialist areas (e.g. investigation)
			Graduate Conversion Programme	
			Pre-join Professional Policing Degree	
	PCSO	4	PCSO Apprentice ship	<ul style="list-style-type: none"> • 12 month level 4 apprenticeship. • Considerable overlap with year one of PC apprenticeship – creating opportunities for PCSOs to be APEL'd into HLA PC

* The minimum prerequisite qualification eligibility for appointment to Chief officer role will be level 7 Masters, whereas for all other roles, the level signifies the Education Standard/qualification achieved on completion of the education programme, required for confirmation in post.

* Direct Entry Route

Apprenticeship

Consultation Proposal 2 – The development of opportunities for existing officers and staff to gain accredited qualifications equivalent to their level of practice or rank

- 3.10** There was strong support for the proposal to allow serving officers and staff to gain accreditation for prior learning and experience, by means of identifying academic credits towards a recognised qualification. Work is being conducted in close partnership with the Higher Education Forum for Policing to develop a nationally agreed matrix of level and credit values for all learning programmes within the National Policing Curriculum eligible for Recognised Prior Learning (RPL). These will be presented in a directory by April 2017. The directory will be supplemented by guidance and a standard application process. The most significant challenge in implementing this recommendation will be around the costs associated with gaining externally accredited qualifications. The College plans to submit an application to the Police Transformation Fund in order to create a funding stream to support the existing workforce to gain qualifications.

Consultation Proposal 3 – The development of initial entry routes which involve self-funded undergraduate programmes, police-force funded graduate conversion programmes for graduates in other disciplines, and higher level apprenticeships (HLAs)

- 3.11** The PEQF Consultation paper (February 2016) proposed that in future police officers will need to demonstrate skills in keeping with a Level 6 education qualification in order to meet the increasing complexity and challenges of policing. After further consultation on the distinctions between the requirements of qualifications at Levels 5 and 6, the education level for the initial entry routes has been set at level 6.

Entry Route 1 - Higher Level Apprenticeship

- 3.12** In June 2016 the College Board formally approved the early development and implementation of a Higher Level Apprenticeship for Police Constables. The College has worked in close partnership with the employer-led Trailblazer forces (now comprising 31 Home Office forces and 5 non-Home Office), the Department for Business, Innovation and Skills (BIS) and the now lead Department for Education (DfE). The HLA apprenticeship standard has now been submitted to DfE and work is underway on the associated assessment plan. The consultation process confirmed agreement from the employer group for Level 6 as the appropriate level for entry to the police service. The HLA entry route will also contribute toward forces' ability to demonstrate the Government requirement that 2.3% of their workforce are engaged in new apprenticeships.

Entry Route 2 – National Entry Level Pre-join Policing Degree

- 3.13** The development of a HLA at Level 6 has informed the associated degree specification for a national pre-join policing degree - a further entry route for those candidates wishing to experience a more typical university education. It is proposed that the degree will be offered by College approved HE providers. Students will not be employees of any police force but would be offered opportunities to undertake practical assignments (i.e. by engaging as Special Constables), through effective partnerships with forces. Funding will remain the responsibility of the student. The College of Policing will retain ownership of the degree specification content to ensure national consistency.

Entry Route 3 - Graduate conversion programme

- 3.14 This route is proposed as an option for candidates already holding non-policing degree qualifications at Level 6, to undertake police-specific learning that will enable them to carry out their duties effectively. The programme will be developed collaboratively by the College working with MOPAC, UCL and Birkbeck universities who successfully bid for funding via the Police Innovation Fund (PIF) to revise the current Police Now product, which is an existing graduate entry route for a two year programme with a strong neighbourhood policing focus.

Cost of implementing the PEQF

- 3.15 The specific costs of delivery, assessments and accreditation fees associated with each qualification can only be estimated as the details of each qualification are still to be determined. We await government decisions on apprenticeship funding and the allocation of the HLA (PC) to a funding band to inform definitive and accurate costs for the PEQF.
- 3.16 Early modelling suggests that once the PEQF is fully implemented a 'typical' force would be able to recoup its levy pot and any additional apprenticeships could be funded through the government co-investment rate at 90%. The apprenticeship levy has not been assumed to replace existing investment in learning and development.

Implementation and transition

- 3.17 In order to support forces, the College of Policing is working in partnership with Higher Education Institutions to design and facilitate a series of regional workshops/surgeries (commencing January 2017). The workshops are intended for Organisational Development, Human Resource and/or Learning and Development staff in forces to offer a greater understanding of funding models, flexible and innovative access to learning, roles, responsibilities and processes of assessment. Similar events are also planned for higher education providers to assist with national consistency and standardisation. A full range of guidance and support material will be developed.
- 3.18 Implementation will also be underpinned by further work within the programme on, for example, equality analysis, communication plan, and risk mitigation. A key risk is that Welsh forces are currently unable to draw down Levy funding due to differences in the way in which the Welsh Government funds apprenticeships. There is likely to be a need to offset operational resourcing challenges, if apprentices are to experience the requisite 20% protected learning time.



college.police.uk

Office of the CEO
College of Policing
10th Floor
Riverside House
2a Southwark Bridge Road
London
SE1 9HA

+44 020 3113 7500
CEO@college.pnn.police.uk

Appendix C

To: Chief Constables

05th October 2016

Dear colleagues

Introduction of the new competency and values framework

In August I wrote to update you on some key aspects of the College of Policing's work to develop professionalism in policing, including the creation of the new competency and values framework (CVF), which embeds the principles underpinning the Code of Ethics.

As part of the Leadership Review Programme, in response to recommendation three, the College committed to incorporate the CVF into all national selection processes at the next available design cycle. As we have now reached that important milestone, I wanted to write to you to provide you with a full briefing (Annex A) on the new framework.

The first national process is the Senior Police National Assessment Centre (SPNAC) in November. Chief Constables on the Strategic Command Course Professional Reference Group have highlighted the need for better communication and consultation on the implications of the Leadership Review Programme commitment to SPNAC. The timing was a concern, given candidates' long term preparation would have been based on the Police Professional Framework. The SCC-PRG therefore agreed some measures for candidates to address these concerns, details of which measures are included in Annex A.

We are seeking formal agreement from the Professional Committee for the framework this month. The introduction to national processes and a request for support for wider implementation of the framework from all chiefs, is on the agenda for Chief Constable's Council, in October. The next national process will be the internal fast track and direct entry assessments.

I would like to thank all those within your forces who have contributed to the development of the CVF to date. Overall feedback has been largely positive. The framework is perceived to meet the brief to be modern and aspirational and applicable to everyone working in policing, officers and staff at every level.

The CVF represents part of the wide range of College activity aimed at implementing recommendations of the Leadership Review and building professionalism in policing. Chiefs' Council provides us with an opportunity to consider the full breadth of this work from your perspective. I look forward to the discussion.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Alex Marshall'.

Alex Marshall
Chief Executive

Annex D: The Competency and Values Framework

What is the CVF?

The new Competency and Values Framework (CVF) has been developed by the College to replace the Personal Qualities within the Policing Professional Framework (PPF). Recommendation 3 of the Leadership Review was for the College to “embed the principles underpinning the Code of Ethics into all local and national recruitment”. Including the values of the Code of Ethics in the national competency/behavioural framework ensures that they are part of the fundamental building blocks of effective performance in any policing organisation.

Why replace the old framework?

The existing Personal Qualities within the PPF have been in existence for seven years and are in need of refreshing and updating to keep pace with the development of policing and to reflect professionalism. Replacing them establishes a modern framework which will act as a basis for embedding other initiatives such as: a continuing professional development (CPD) model and framework, the National Police Promotions Framework (NPPF), Personal Development Reviews (PDR), Defining and Assessing Competence (DAC), the Leadership Review recommendations and the pilot of a new initial police recruitment process being developed by the College and the Metropolitan Police Service.

How was the CVF developed?

The framework was developed by consultants from Korn Ferry Hay Group who have significant expertise and experience in the development of competency and behaviour frameworks across a range of organisations and sectors. Development was based on:

- A review of the future requirements of policing in terms of behavioural competencies. Sources included the Leadership Review, the Strategic Policing Review, the College Demand Analysis, Cyber Strategy and Leadership Review data, as well as relevant academic research on competency frameworks and the Skills for Justice review of the PPF.
- Analysis of data gathered as part of the Defining and Assessing Competence project which set out to establish behaviours indicative of effective and exceptional performance across all levels in the police service. This data was based on hundreds of interviews and large scale surveys with hundreds of responses.
- A review of values associated with the principles of public life, and a review of existing police forces' values.
- The College of Policing's core narrative, which sets out the College's priorities in developing professionalism in policing.
- A review of existing police forces' local behavioural and leadership frameworks

Research undertaken by the College on implementing values-based recruitment (VBR) and developing values and behaviours that could enable assessment of the principles underpinning the Code of Ethics.

How were those working in policing consulted?

The initial development of the framework was supported by interviews with senior stakeholders inside and outside the College of Policing, including CC Giles York as the national lead on workforce. A steering group attended by College, Home Office and some force representatives agreed the approach and prepared an initial draft.

The College wrote to Chief Constables introducing the new framework and inviting them to send representatives to an event at the College of Policing on 17 May. In addition the development team contacted forces directly and invited attendance at focus groups on 6th, 10th and 11th May at College sites. Attendees were a mix of police staff (typically in HR or Learning and Development roles) and serving police officers.

The design team then used police officers and staff engaged with the College members hub to conduct further online consultation. A post was placed on the POLKA members hub asking for participation in two online surveys – one on the redeveloped competencies and one asking for thoughts and examples of behaviour of the 9 Code of Ethics principles. The online consultation was also publicised by an email to force contacts. The surveys were open until 31st May 2016.

Further focus groups were held in the MPS and the framework was then placed on Polka and the College website from 29th July to 13th August. In August, Alex Marshall wrote to Chief Constables alerting them to the release of the CVF in September 2016.

The programme plans presented at the Leadership Review Oversight Group committed to embedding the CVF at the next design cycle of each national assessment and this was also mentioned at the professional reference group for the Strategic Command Course (SCC-PRG). However the College did not alert the SCC-PRG to the implications of this change or seek their support at this stage.

Some SPNAC candidates first learnt about the CVF at briefing sessions and SPNAC and SCC directors via circulation of the proposed exercises. In light of concerns raised, the SCC PRG therefore proposed mitigation plans to support candidates and assessors for the SPNAC which were agreed by the College.

What does the CVF mean for SPNAC candidates and assessors?

For SPNAC candidates, the main effect of the CVF introduction is in the interview exercise where values will be probed. The values are taken from the nine principles in the Code of Ethics, so will not be new to candidates. Feedback from HR professionals and work carried out by the College suggests that the read across from the PPF and forces' own frameworks to the CVF is strong.

For candidates and assessors, a written briefing and self-directed exercises will be made available electronically so they can understand and familiarise themselves with the new framework. These will take the form of worksheets which provide examples of work-based behaviour and asks candidates and/or assessors to match them to the appropriate competencies.

Candidates will be offered 45 minute one-to-one sessions to discuss any concerns they may have about understanding the new framework and how their evidence relates. Candidates will not be given any advice or coaching, but will be supported in developing their full and clear understanding (to be offered over 3-5 days across 2-3 weeks in October).

Candidates will be offered face to face group familiarisation sessions of two hours duration, where candidates will be supported in familiarising themselves with the framework via the use of practical exercises to help them relate their work based evidence to the new framework and explore the links between the PPF and CVF competencies. One or two of these sessions will take place in north and south locations depending on demand.

The Superintendents' Association has agreed to act as an independent route for any concerns regarding the change to the framework prior to the process taking place. At the time of asking none have been received.

For assessors, in addition to a CVF specific familiarisation on the evening before the start of their intake, they will be offered one day where they can book phone slots to discuss any specific issues with use of the framework.

How can forces use the framework?

Values-based recruitment: the aim of Recommendation 3 of the Leadership Review was to embed the Code of Ethics into all local and national recruitment. The College hopes to ensure that national assessment processes run by the College are based on the new framework at the next design cycle.

The College will provide best-practice guidance for forces on how to deliver Values Based Assessment in their own organisations. Many forces are already doing this, based on their own local values.

In addition the College is producing separate guidance on selection and assessment which will support forces in designing and delivering fair, ethical and effective selection processes including Values Based Recruitment.

Eventually the CVF will ultimately replace the PPF and become the national competency framework for policing.

As such it will be used to underpin organisational processes throughout the employee life cycle such as performance management, CPD and learning and development. The College will provide guidance to support the use of the CVF in a range of organisational processes.

Can forces still use the current framework?

Yes. There is no expectation that there will be an immediate change in all forces to the CVF. The current PPF will remain on the Skills for Justice website and a decision about the change-over date to the new framework will be made as part of the post-PNAC review and consultation.

What are the next steps?

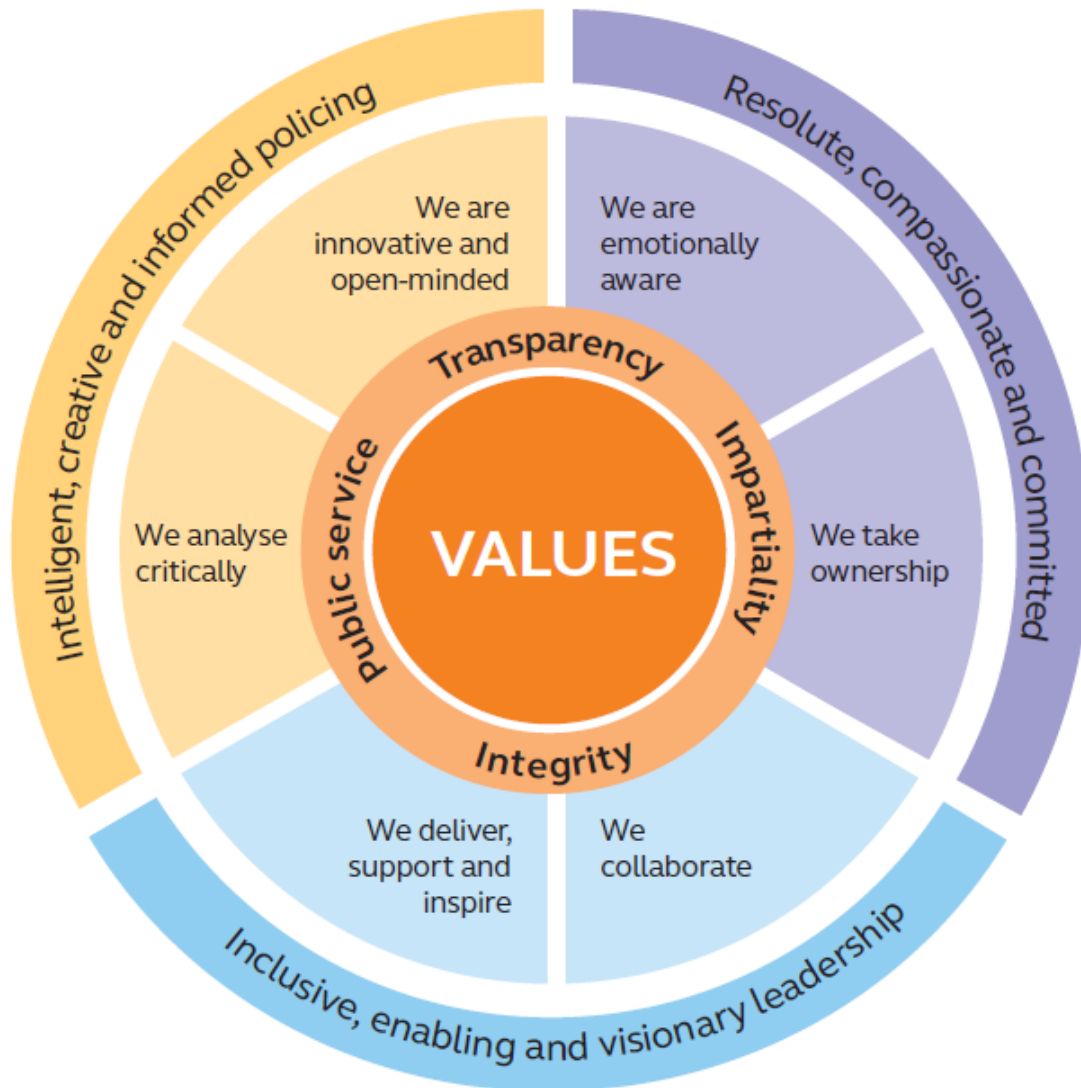
Following the implementation of the framework at Senior PNAC there will be a review with Directors, assessors and candidates.

The College will then seek views on the full framework from its Professional Committee by correspondence, and request approval for the CVF to be adopted subsequent assessment processes, which are internal fast track and direct entry. These changes will be presented at next Chief Constables' Council in October and support for implementation in forces will be sought.

You are invited to provide your feedback on the framework to Rachel Tuffin, Director of Knowledge, Research and Education at the College of Policing (Rachel.Tuffin@College.pnn.police.uk).

RESTRICTED

The Competency and Values Framework (CVF) aims to support all policing professionals, now and into the future. It sets out nationally recognised behaviours and values, which will provide a consistent foundation for a range of local and national processes. This framework will ensure that there are clear expectations of everyone working in policing which in turn will lead to standards being raised for the benefit and safety of the public.



The framework has six competencies that are clustered into three groups. Under each competency are three levels that show what behaviours will look like in practice. All of the competencies are underpinned by four values that should support everything we do as a police service.

Chief Constables' Council

Mental Health Settings and Police Use of Restraint

12/13th October 2016/Agenda Item: 8.1

Verbal update by Commander Christine Jones

This page is intentionally
left blank

Chief Constables' Council

Local policing

12/13th October 2016/Agenda Item: 8.2

Verbal update by CC Simon Cole

RESRICTED

This page is intentionally
left blank

Chief Constables' Council

Digital First – Digital Evidence Transfer

12/13th October 2016/Agenda Item: 9

Security classification: Official

Disclosable under FOIA 2000: Yes

Author: Hacer Evans

Force/organisation: Digital First Programme

Date created: 29th September 2016

Coordination Committee: Digital Policing

Portfolio: Criminal Justice

Attachments @ paragraph: N/A

1. INTRODUCTION/PURPOSE

- 1.1. Ongoing CJ Reform that is being delivered through the Common Platform Programme (CPP) and HMCTS Reform Programme (HMCTSRP) provides policing with the challenging timescale of March 2018 in being match fit and ready to capture, store and share digital evidential multimedia, using accessible on demand storage and networks. This paper proposes an accelerated Digital Evidence Transfer Service (DETS) that provides the business process and infrastructure change to enable policing to meet the requirements agreed with CPP and HMCTSRP.
- 1.2. The proposed accelerated DETS is the foundation of the overarching requirement and deliverables of the Digital First programme. It will initially meet the CPP and HMCTSRP requirements, further support the incremental delivery of Digital First scopes and the wider requirements of the Digital Policing Portfolio.

2. BACKGROUND

- 2.1. CJS is going through a period of extensive reform driven by austerity; the need for modernisation and to improve the experience of the CJS for victims and witnesses. This reform is being delivered through a number of major change programmes and initiatives such as CPP and HMCTSRP. Policing plays an integral role in this and there is significant change needed to align with the wider CJS and to meet the Policing 2020 vision.
- 2.2. The Digital First Programme is responsible for the necessary business change, standards, policy and infrastructure to ensure Policing meets the 2020 vision in relation to digital evidential multimedia management.
- 2.3. Digital First and the wider Digital Policing Portfolio is planning and delivering against the 2020 Digital Policing Vision, however CPP and HMCTSRP, the major consumer of Police digital evidential multimedia, seeks delivery through a single user experience from Policing by the end of March 2018.
- 2.4. In addition, the Memorandum of Understanding (MoU) agreed between Policing and CPP in April 2016 states that Policing will provide both streaming and download capability to CPP for all digital evidential multimedia.

- 2.5. The recent Digital First Landscape Review highlighted that Police readiness in relation to digital evidence multimedia management and ability to share with CJ partners is low. Evidence was also found of individual Forces generating disparate solutions for streaming or transferring specific multimedia type files to CPS, creating a misalignment with the requirement of a single user experience for the CJS and solutions that were highly inefficient.
- 2.6. Revenue affordability is a key factor in the sustainability of solutions that are currently being deployed. It is anticipated that scalability is limited and as a result revenue costs are expected to be significant unless a scalable efficient national aligned service is created.

3. PROPOSAL

- 3.1. Due to the disparity between Police readiness and the CPP timeframes, the Digital First programme is proposing an accelerated programme of works to invest in a DETS that will meet the MoU commitments.
- 3.2. The proposed solution is the targeted foundation of the overarching Digital Policing architecture and should be viewed as an incremental part of programme delivery. The service will also provide the opportunity for Policing to standardise the approach of digital evidential material through its whole life cycle. An efficiency work stream will be undertaken alongside delivery of the DETS, that will support Forces in front end digital capture and storage of multimedia material.

3.3. S43

3.4. S43

3.5. S43

- 3.6. If Police Forces have an existing suitable digital evidence storage and transfer capability, it is proposed that the DETS will compliment and integrate with it.

3.7. S43

3.8. S43

S43

4. Summary

- 4.1. If Policing is to fully engage in CJS Reform and respond to the CPP and HMCTSRP requirements against the backdrop of the findings from the Landscape Review, it necessary to accelerate the Digital First programme of works and provide the DETS proposal. This will not only allow Policing to meet its existing commitments but also provide the foundation to facilitate the wider Police Reform and Transformation requirements and meet the 2020 vision.

5. DECISIONS REQUIRED

- 5.1. Chief Constable Council is asked to consider the following:
- Acknowledge and endorse the requirements contained in the previously agreed MoU between NPCC and CPP
 - Endorse the Capture, Store, Share concept
 - Agree a national cloud solution for sharing evidence
 - Agree the proposal for a central DETS and support the Digital First Programme in a financial bid for delivery;

RESTRICTED

Hacer Evans
Director of Digital Policing.

[RETURN TO CONTENTS/AGENDA](#)

6. APPENDIX A – Memorandum of Understanding Agreed April 2016

Memorandum of Understanding
Between
National Police Chiefs Council Criminal Justice Lead & the CJS Common Platform Programme

To facilitate on-going digital working between the police and criminal justice agencies and implementation of
the CJS Common Platform

1. The general principles set out in the Manual of Guidance on the Preparation and Submission of Prosecution files will continue to be followed. It is recognised that the completion of paper forms and files is no longer appropriate. The CJS Common Platform Programme will work with the Police Digital First Programme to develop the Digital Case File to provide a fully digital process reflecting the principles of the Guidance.
2. Policing will notify the CJS Common Platform of the commencement of proceedings in all cases providing defendant, case and charge details, including the Unique Reference Number. Where evidential material is not also sent across the interface a link will be provided to access evidential files and multi-media material held in a police digital repository to enable streaming and downloading.
3. The CJS Common Platform Programme will make use of the existing CJS Exchange interface to enable receipt of incoming case material from the police and will not require any interface changes to be made by forces. Version 2 (TWIF) offers optimum functionality for the Common Platform and is the preferred interface. Where a police force is unable to implement TWIF CP will develop an API to enable data exchange. Policing will not use e-mail to provide any case notifications or evidential information to the CJS CP.
4. Both programmes will advocate maintenance and re-procurement of the CJS exchange interface capability.
5. Access to body worn video, other multi-media material and large evidential files held in police repositories will be enabled by the implementation of a CJS CP EDAMM API, allowing direct streaming or downloading into the common platform as required. The common platform will enable access to the materials by the CPS, court and defence, including presentation in court.
6. Police Forces will aim to maintain network capacity sufficient to enable the sending of structured and unstructured data into the common platform and enable the accessing, by streaming and downloading, of multi-media material. CJS CP will provide access to police prosecutors to case material held on the platform.
7. The secure identification of cases on the CJS Common Platform will require a Unique Reference Number to be allocated to each case by police forces prior to the commencement of proceedings and not later than the first referral of any case to CJS CP. Forces will seek to allocate this number as early as possible and make it available to defence representatives.
8. The responsibilities for both data protection and providing access to data will be documented and the owners/custodians of data items throughout the criminal justice process will be clearly identified. Any risks or responsibilities for data will be made clear to those that use it, including requirements for maintaining the necessary confidentiality. The Common Platform Services will use Internet Hosted solutions suitable for material held at Official or Official Sensitive. CJS CP will develop a Data Sharing Agreement during the pilot stage for further agreement prior to national roll-out.

RESTRICTED

9. Police Forces will implement the Single Justice Procedure for all appropriate cases.
10. The contents of this agreement may be reviewed from time to time and in the light of any future developments to Data Standards.

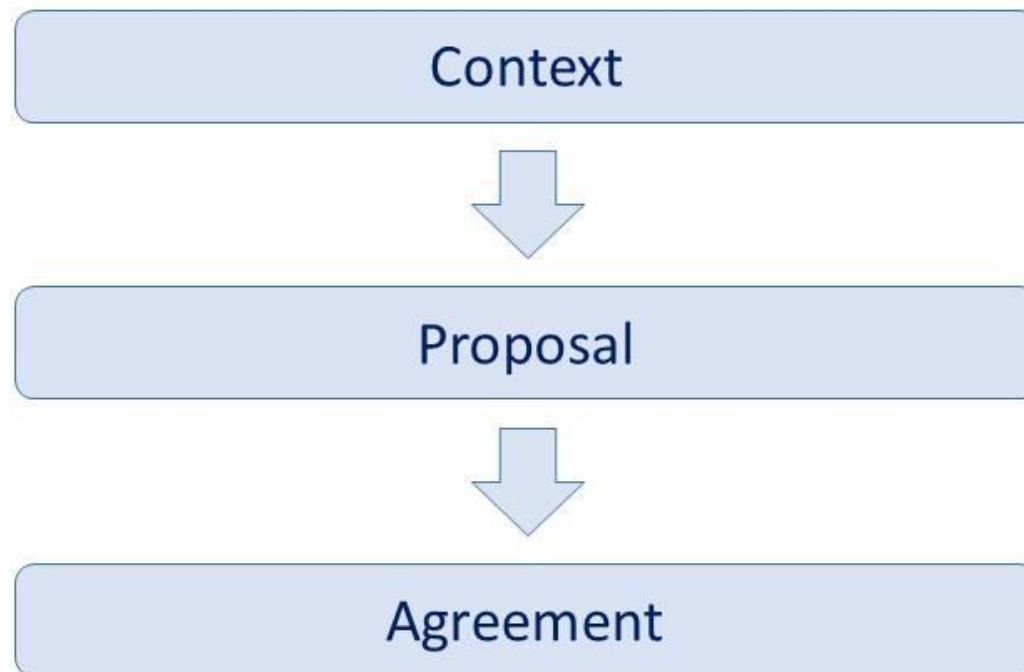
PW April 2016

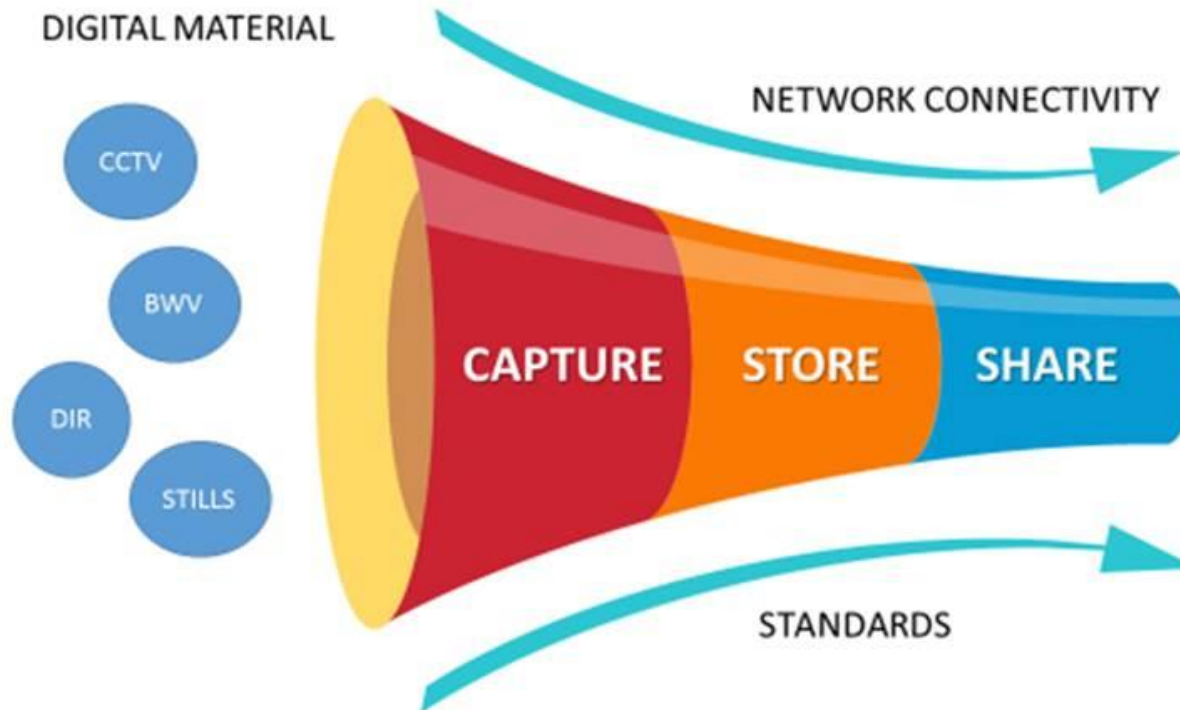
RESRICTED



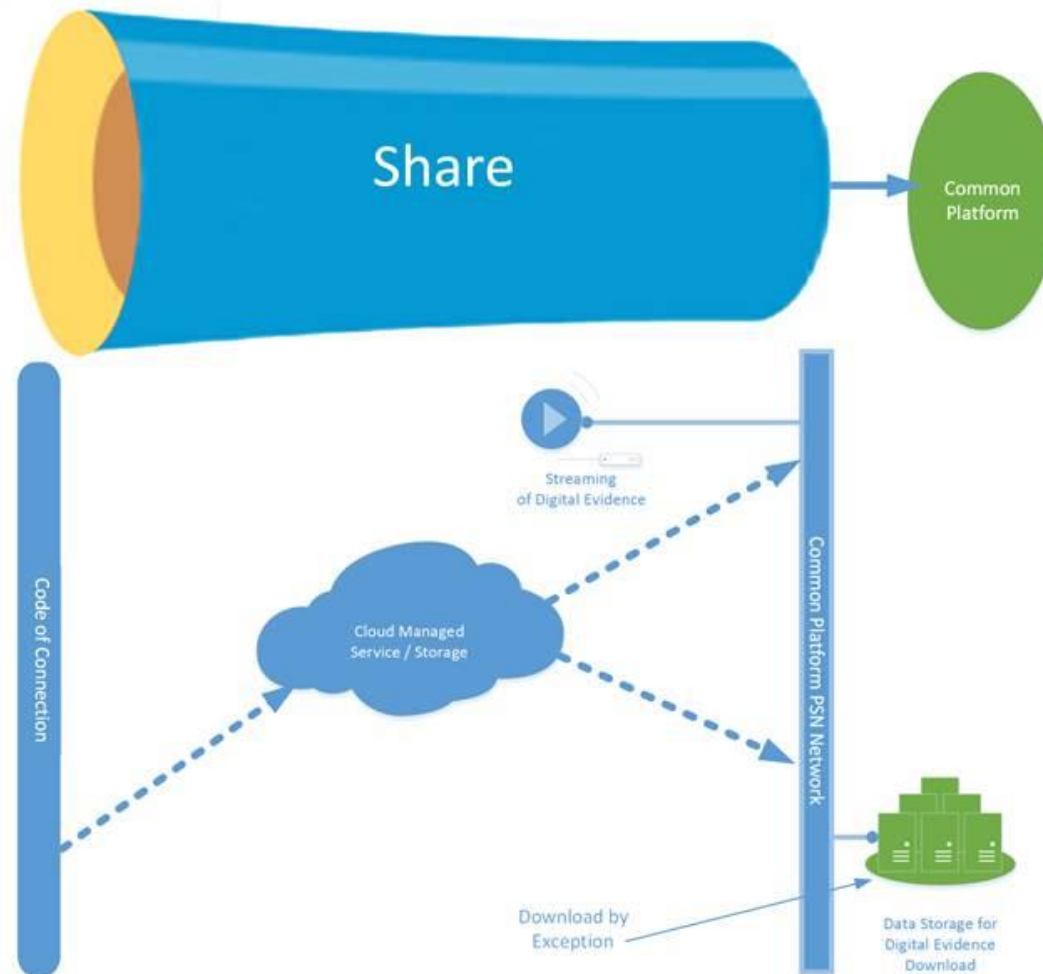
DIGITAL FIRST DIGITAL EVIDENTIAL TRANSFER SERVICE

Chief Constables' Council – 12th October 2016











Key MOU Agreements

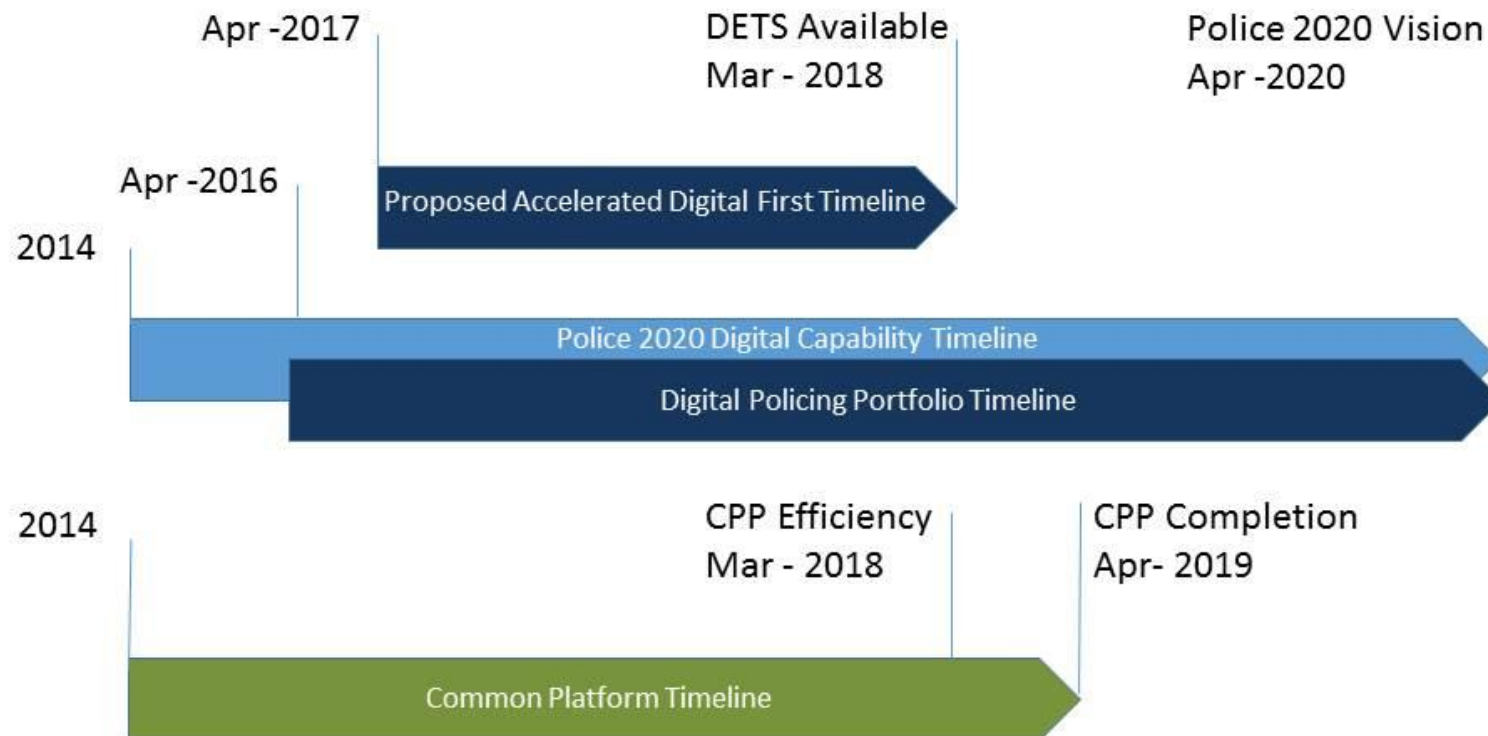


There is an Memorandum of Understanding in place between Policing and Common Platform, agreed April 2016. The below points highlight the key agreements that affect the requirement for a provisional service.

- It is recognised that the completion of paper forms and files is no longer appropriate. The CJS Common Platform Programme will work with the Police Digital First Programme to develop the Digital Case File to provide a fully digital process reflecting the principles of the Guidance.
- Where evidential material is not also sent across the interface a link will be provided to access evidential files and multi-media material held in a police digital repository to enable streaming and downloading.
- Access to body worn video, other multi-media material and large evidential files held in police repositories will be enabled by the implementation of a CJS CP EDAMM API, allowing direct streaming or downloading into the common platform as required.
- The common platform will enable access to the materials by the CPS, court and defence, including presentation in court.
- Police Forces will aim to maintain network capacity sufficient to enable the sending of structured and unstructured data into the common platform and enable the accessing, by streaming and downloading, of multi-media material. CJS CP will provide access to police prosecutors to case material held on the platform.
- Any risks or responsibilities for data will be made clear to those that use it, including requirements for maintaining the necessary confidentiality.

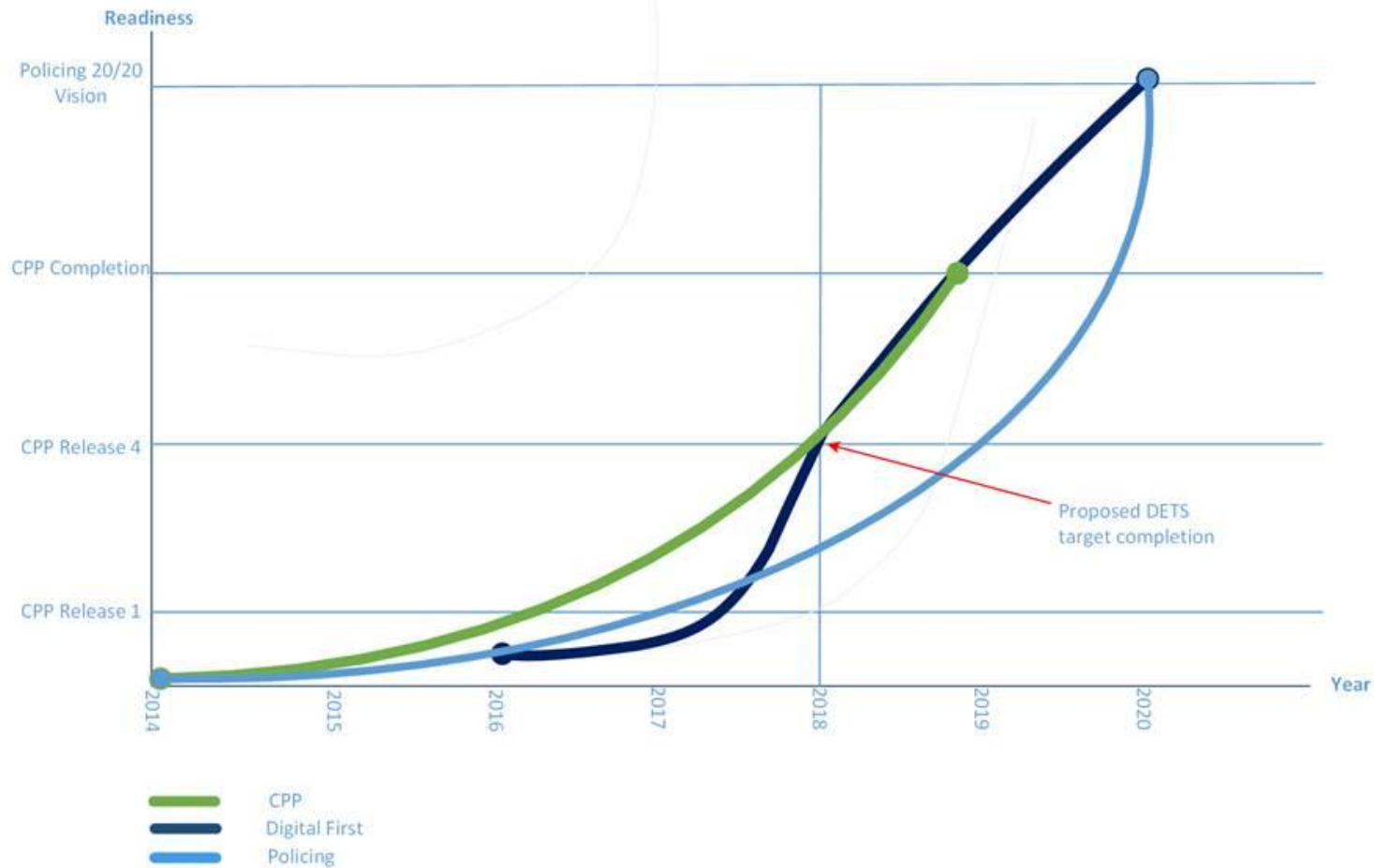


Common Platform Timeline Vs Police Timeline





Police Maturity/Readiness/Capability



The key benefits of an accelerated evidential transfer service will be:

- Ability to stream or transfer digital evidential multimedia to CPP and HMCTS
- Align Policing with CPP and HMCTS reform programme dates (Mar 2018)
- Control of data in line with the data stewardship requirements as laid out in the Ministry of Justice (MoJ) data sharing principles
- Provide a foundation with which to develop further the Policing digital media landscape
- Provide a foundation to develop National standards and conformity of digital media management and transfer
- Provide a foundation for national procurement efficiencies and financial savings
- Foundation to develop policing investigative techniques into the new digital world
- Ability to collaborative shared infrastructure
- Increase shared business processes, skills and capabilities

Provisional Indicative costs, prior to detailed discovery for all Forces (43 Home Office Forces and BTP), equates to a capital investment of **£70 Million for service provision to 2018.**

Costs will include:

- Network provision into each force (resilient links per force, 1st year costs)
- Cloud storage (1st year costs)
- Physical infrastructure
- API and media management solution development
- Code of Connection development
- Business process development
- Technical solution development
- Resource and training
- Professional services

Chief Constable Council is asked to consider the following:

- Acknowledge and endorse the requirements contained in the previously agreed MoU between NPCC and CPP
- Endorse the Capture, Store, Share concept
- Agree a national cloud solution for sharing evidence
- Endorse the proposal for a central DETS and support the Digital First Programme in a financial bid for delivery.

RESTRICTED

Chief Constables' Council

Digital Policing

12 / 13 October 2016 /Agenda item: 9.2

Presentation by Nick Folland, Chief Executive, CPS

RESRICTED

This page is intentionally
left blank

Chief Constables' Council

Governance

12 / 13 October 2016 /Agenda item: 10

Discussion led by Julia Mulligan, Chair, Police Reform and Transformation Board

This page is intentionally
left blank

Chief Constables' Council

Emergency Services Mobile Communications Programme (ESMCP)

12 / 13 October 2016 /Agenda item: 11.2

Security classification:	Restricted - Commercial
Disclosable under FOIA 2000:	No
Author:	DCC Richard Morris
Force/organisation:	Operational Communications in Policing
Date created:	23 September 2016
Coordination Committee:	Information Management
Portfolio:	Communications
Attachments @ paragraphs:	

1. INTRODUCTION/PURPOSE

- 1.1 The purpose of this paper is to update Chief Constables on the progress of the Emergency Services Mobile Communications Programme (ESMCP) and current challenges. It seeks Council reaffirmation for the police approach as articulated by the Operational Communications in Policing (OCiP) team supported by the Chief Constables' ESMCP Reference Group. The paper will be supported by a presentation at Council.

2. BACKGROUND

- 2.1 Chief Constables have received regular briefings on the progress of ESMCP. In summer 2015, a Chief Constables' 'Reference Group' was established to provide direction to the national police team (OCiP) and to oversee progress towards the Emergency Services Network (ESN) on Council's behalf. The ESMCP Reference Group meets bi-monthly, chaired by Chief Constable Francis Habgood. The role of OCiP is principally to ensure that police requirements are met within ESN and to assure the network will be fully fit-for-purpose for operational need. The team also has a key role in business change and ensuring that the Service is in a position to transition onto ESN and exploit the benefits in due course.
- 2.2 The Programme has always been an ambitious one with challenging timescales, seeking to transition from the current Airwave radio communications network based on Tetra technology to an Emergency Services Network based on 4G LTE, which would be 'cheaper, better, smarter'. It is acknowledged that this is at the cutting edge of technology, with the UK leading the way (a situation recently commented upon by the National Audit Office in their report, 'Upgrading Emergency Service Communications: the Emergency Services Network', published on 15 September, discussed at Reference Group on 19 September and made available to colleagues via 'Chiefs' Net').
- 2.3 At the time of award of contracts to the two main ESN suppliers – Motorola and EE – in December 2015 (the 'effective date'), the start of transition was scheduled for 21 months later, September 2017 (or 'effective date + 21' ('ED+21')). The reason for this ambitious timescale was predominantly financial; the Full Business Case asserts that transition within the contractual timescales would save the public purse in the region of £3 billion by 2030/31.

3. PROGRAMME UPDATE

- 3.1 Considerable work is underway with suppliers to ensure that ESN will indeed deliver what is required for the emergency services within the scheduled timescales. *****S43
- 3.2 *****S43
- 3.3 *****S43Any changes in Programme timescales would need to be approved at Programme Board (currently scheduled for 1 November), and notified to the Permanent Secretary and Ministers. As a part of this process, the emergency services will feed in views. For police, a key forum will be October's Chiefs' Council meeting.
- 3.4 At the time of submission of this paper, the subject of transition readiness and timescales remains extremely sensitive on account of the commercial relationship with the ESN suppliers. More information will be available from the 'Tiger Team' work prior to Council, and can be reflected in the presentation and discussions then.
- 3.5 *****S43
- 3.5 *****S43

4. DECISIONS REQUIRED

- 4.1 Decisions in relation to ESN are ultimately ones for Government, but the Programme has always placed strong emphasis on delivering in accordance with user need and expectation. A view from Chief Constables on transition issues and timescales will carry heavy weight. *****S43
- 4.2 *****S43
- 4.3 *****S43
- 4.4 *****S43
- 4.5 *****S43
- 4.6

Francis Habgood
Chief Constable
Emergency Services Mobile Communications Lead

This page is intentionally
left blank

Chief Constables' Council

Policing Reform

12 / 13 October 2016 /Agenda item: 12

Presentation by Brandon Lewis, Minister of State for Policing and the Fire Service

This page is intentionally
left blank

Chief Constables' Council

Undercover Policing Inquiry

12 / 13 October 2016 /Agenda item: 13.1

Verbal update from Andy Ward

This page is intentionally
left blank

Chief Constables' Council

Undercover Policing Public Inquiry (UCPI) - NPCC Coordination Team & NPOIU Material

12 – 13 October 2016

Agenda item: 13.2

Security classification: **Restricted**

Disclosable under FOIA 2000: **No**

Author: **CC Mick Creedon**

Force/organisation: **Derbyshire Constabulary & NPCC lead for SOC**

Date created: **31 August 2016**

Coordination Committee: **Crime Operations**

Portfolio: **Organised Crime**

Attachments @ paragraph:

1 Introduction

- 1.1 This report is supplementary to the paper that was agreed at Council on 11 July 2016 regarding the ongoing work in relation to the National Public Order Intelligence Unit (NPOIU) and the collective agreement from all forces for financial support for Operation Herne, to complete initial investigations on behalf of all forces in England and Wales into that Unit within the agreed terms of reference.
- 1.2 Members will recall that in that previous paper there was a request to note (at 7.1.e) the potential future responsibilities and likely increase in resourcing requirements for the NPCC Undercover Policing Public Inquiry (UCPI) Coordination Team.
- 1.3 An NPCC Undercover Public Inquiry Gold coordination group chaired by CC Sara Thornton now meets on a regular basis.
- 1.4 Prior to detailing emerging requirements being placed on the NPCC UCPI Coordination Team, it is worth remembering the recent history relating to agreements by Council regarding UCPI issues. NPCC and Chief Constables have been briefed on the UCPI, the SDS and the NPOIU verbally and in a number of written submissions and the most significant agreements can be detailed as follows:

7 September 2015 - Chief Officers agreement at Council for a nationally co-ordinated response to the UCPI and to apply for joint NPCC and College of Policing Core Participation status to the Inquiry.

RESTRICTED

- 27-28 October 2015 - Formal agreement by Chief Officers and the College of Policing at Council to the development of an NPCC central coordination team, to be led by a Chief Officer (or equivalent) and that the collective funding would be agreed.
- 10 November 2015 - Letter from Sir Jon Murphy to all Chief Constables to inform that forces would be invoiced through the current funding formula
- 10 December 2015 - Letter from CC Mick Creedon to Chief Officers to inform;
- A) The appointment of the Coordination Team Lead (Andy Ward), and explaining that the required funding from forces for the (majority of) the NPCC Coordination team costs was £250,000, to cover until April 2017.
- B) That costs to forces for joint legal representation (provided by East midlands legal Services and leading Counsel) was 150,000, again to cover until April 2017.
- (Total costs for NPCC Coordination Team and Legal representation until April 2017 therefore £400,000.)
- 21 January 2016 - Formal agreement at Chief Constables Council on the shared legal costs (the £150,000 referred to above) and the requirement to begin the review of the centrally held material relating to the NPOIU.
- 13 July 2016 - Further agreement at Council regarding the disclosure and redaction process relating to the centrally held NPOIU material, the use of the 'Relativity' system as part of that process and to jointly fund £1.6 million to allow Operation Herne to complete the initial stages of their work in relation to the NPOIU within the terms of reference agreed by MPS with CC Creedon. The £1.6 million is to be shared on a formula basis. It was also agreed that further resource growth would be required and an additional paper would be brought back to council as per 1.2 above.

1.5 This further paper now seeks the following from Chief Constables:

- a) Formal endorsement of the process to deal with the disclosure and redaction of the centrally held NPOIU material to the Public Inquiry.
- b) Agreement to progress the procurement of the preferred IT solution (Relativity) to manage certain stages of that work.
- c) Formal agreement to the initial stages of the growth and the associated future funding for the NPCC UCPI National Coordination Team, including legal costs.

2 BACKGROUND

2.1 **S31**

2.2 **S31**

- 2.3 Whilst it can be expected that the activity of the NPOIU, and thereby the focus of the UCPI, may impact on every force, it is likely that some forces will be more involved in this aspect of the Public Inquiry than others. This could be due to their level of involvement with the NPOIU through the number of deployments within their jurisdiction, involvement in training, or their officers having been seconded to that unit at some stage. The long term operational security considerations for all those involved in covert policing presents a challenge for forces, and this is particularly so for the SDS and the NPOIU where there are concerted attempts to publicly identify them. The risks to the officers, their colleagues and to covert operations are significant.
- 2.4 Through legacy, the NPOIU adopted some tactics and methodologies from the SDS and this included briefly the use of deceased children's identities and long term intelligence deployments against identified high risk groups in areas such as animal rights, domestic extremism, political protest and climate change. It is also the case that there are allegations against members of the NPOIU of improper sexual relationships, potential miscarriages of justice and as a result, a number of misconduct investigations can be predicted.
- 2.5 As previously reported, at this time the police service collectively hold 86 storage boxes containing material attributed to the NPOIU including paper records and 185 assorted digital media data storage devices, of which 47 are DLT backup tapes. One of these is the Legacy database which holds the archive of all NPOIU material, (over one million items of information). This includes highly sensitive source material relevant to the unit.
- 2.6 It is likely more material will be discovered through this ongoing work, leading to further Rule 9 Requests being issued by the UCPI through analysis of the centrally held material or as a consequence of increased awareness by forces of NPOIU activity within their jurisdiction.
- 2.7 The UCPI recently issued their first Rule 9 Request in relation to NPOIU material and have now published their 2nd 'Update Note' which can be found on their website (www.ucpi.org.uk). Within this document is reference to the fact that they are currently in the process of analysing the material provided to them by Operation Herne regarding the SDS and that they are now waiting for the NPOIU material to be catalogued in order for them to commence in-depth analysis of that data and documentation.
- 2.8 It is important to note that Chief Officers have previously been informed that legal representation and counsel for the NPCC are not in place to represent individual forces in relation to specific investigations or events (about the local activity of the NPOIU or other UC operations) that may be called into evidence by the Inquiry. The agreed funding is for Counsel to represent national policing interests in matters such as policy, procedure, training and national guidance etc.
- 2.9 CC Sara Thornton has also been required to formally respond to two Rule 9 requests from the Inquiry in respect of the NPCC Central Office (which includes addressing historical matters concerning ACPO). Broadly, the requests have been about describing the structure of the NPCC/ACPO and its relationship with various bodies, including the NPOIU, NDEU etc. and also

describing what records both NPCC/ACPO holds (which has been interpreted to mean the central office and not material held in forces). Thousands of potentially relevant records have been identified, and the process of examining and producing this material is ongoing. Formal liaison between CC Thornton and the Inquiry has been through the established NPCC Coordination and Legal Team (Craig Sutherland), although separate legal support in respect of the drafting of these statements has been provided. The cost of this has been covered by residual ACPO funds as agreed by the NPCC Audit and Assurance Board, although this is a short term arrangement as these funds are limited.

3 PROPOSAL

Process to Redact and Disclose NPOIU Material to the UCPI.

- 3.1 Owing to the heavy focus on the MPS and the SDS, there is considerable learning already in place and the NPCC Coordination Team are currently working with the UCPI, the MPS and Operation Herne in order to finalise an agreed process to manage the assessment, disclosure and redaction of the centrally held NPOIU material. This is a significant amount of work and a summarised version of that process, incorporating who is responsible for each stage can be found at Appendix A but in essence, this includes:
- a) The initial collation and scope of the material
 - b) The forensic copying of that material onto appropriate ICT systems to render it searchable
 - c) Allowing and providing for the supervised access to those systems and the material by the UCPI
 - d) The receipt of any Rule 9 or Voluntary Requests from the UCPI for specific material following that initial access
 - e) The first stage redaction (specifically considering LPP and RIPA product)
 - f) The Input of any material requested by the UCPI onto the Relativity system
 - g) The in-depth assessment by the UCPI
 - h) Notification from the UCPI of intention for all, part or any of the material to be disclosed to other Core Participants or called as evidence
 - i) The second stage redaction and risk assessment
 - j) Application for any Section 19 Restriction Order
 - k) Appeal by way of Judicial Review (if required)
 - l) Disclosure to other Core Participants and any 'call to evidence' which may include an officer or officers.
- 3.2 Whilst the first two stages of the above detailed process involve work by the officers and staff who are currently deployed on the investigative work on Operation Herne, it is proposed that stages c) to h) are managed by the NPCC Coordination Team, with stages c) and e) specifically being overseen by the NPCC central Legal Team.
- 3.3 It is therefore necessary to ask Chief Officers to agree delegated decision making responsibility in relation to the 1st stage redaction process, stage e) in 3.1 above, to the NPCC UCPI National Coordination and Legal Teams.
- 3.4 It is critical that the second stage redaction (at stage (i) above) includes every force who has any level of interest in the material in question and that this stage is properly managed and

coordinated. It is neither feasible, sensible or realistic to assume that the National Coordination team could carry this work out on behalf of forces who will be far better informed and who will ultimately carry the risk. The national Coordination team will be in a position to support forces and such a shared approach will ensure that any applications for a Section 19 Restriction Order are consistent, justified and proportionate, that any redaction felt necessary can be considered around the potential disclosure of any identity(s) of any UC officer(s) involved, the inappropriate exposure of any tactic(s) and more importantly, take into account the mosaic effect that may result from the disclosure of material owned by different organisations. An inconsistent piecemeal approach will prove to be unhelpful and potentially damaging.

- 3.5 Simultaneously, there will be the requirement at this stage to conduct a full risk assessment around the potential disclosure of the identity of a UC officer(s) and this will involve at the least those same forces involved in the considerations around redaction, together with any other force that may become involved in the risk assessment considerations owing to, for example, that officer now being employed by them or residing within their area of jurisdiction. For the same reasons as outlined in paragraph 3.4, it is essential that the risk assessment process is coordinated and managed to ensure that all relevant forces are involved, have the appropriate input and can participate in the decisions, actions and the resulting risk management plan.
- 3.6 It is worth highlighting to Chief Officers that the forces who are necessarily included in any discussions around the 2nd stage redaction of the NPOIU material, and feasibly any subsequent risk assessment meetings that have to follow, are highly likely to be a party to any civil liability or claim that may arise.

The 'Relativity' IT System

- 3.7 As detailed above, at the meeting of Council on 13 July 2016 Chief Officers have previously agreed the use of the **S31** to manage the disclosure and redaction of NPOIU material to the UCPI and that the costs, estimated to be approximately £800,000 - 900,000, would be shared under the funding formula. (See paragraph 7.1.f) & g) of that paper.)
- 3.8 Whilst the MPS are currently using the Relativity system for redaction and disclosure in relation to the SDS, it is the case that a second additional contract will be required in order to deal with the NPOIU material. It is acknowledged that given the existing procurement process the MPS are best placed to deal with managing the procurement of this second 'Relativity' IT contract - but it must be recognised that they will be doing so on behalf of the NPCC and all forces.
- 3.9 There is a requirement for the MPS to be formally requested to start this procurement work. This was instigated at the NPCC UCPI Gold meeting held on 18 August 2016 and a formal letter of request has been sent to the MPS to consider, a request that Chief Officers are now asked to note and endorse. The MPS have confirmed that they are willing to procure the system on behalf of the NPCC.
- 3.10 At that same Gold meeting there was discussion around the possibility of the costs for this procurement being funded by flexibility in the National CT Policing budget, recognising the close relationship of the NPOIU with the ACPO TAM structures and the operational links to Special Branch and the CT network. This proposal has now been accepted by the Home Office

who have confirmed a single injection of £705,120 revenue and £18,000 capital, therefore negating the requirement for this funding from forces.

Growth of the NPCC UCPI Coordination Team

- 3.11 Members will be aware that the NPCC Coordination Team currently consists of Mr Andy Ward as Coordinator, working with Mr Brian McNeill as Lead Investigator and that the Legal Team is made up of Mr Craig Sutherland (Head of East Midlands Legal Services), plus Leading and two Junior Counsel.
- 3.12 In consideration of the requirement to progress the work on the centrally held NPOIU material in line with the attached process (Appendix A), taking into account the volume of the material involved, the scale of the coordination in being relevant to all forces and the need for this work to proceed in an appropriately timely manner to manage the requirements of the UCPI, it is recommended that this team must now expand. This issue was identified and discussed at the last NPCC Gold Group.
- 3.13 It is therefore proposed that the Coordination team Lead will be supported by a Staff Officer and part time secretary and that the principle role for the Lead Investigator post, previously funded by Merseyside Police, will now be to work with Operation Herne as a point of contact with local forces dealing with the centrally held NPOIU material. Operation Herne remains an MPS investigation and is supporting the other forces in England and Wales by managing the initial investigative assessment of the NPOIU within the Herne MIR. There will be significant amounts of work to be 'broken out' from Herne to all forces and this is a matter for the NPCC to manage through the Lead investigator and this individual in time will need support from a Deputy and three Investigators.
- 3.14 It is further proposed that within the NPCC Coordination team a National Operational Security Officer (OPSY) role should be created to assist forces in managing the UCO risk assessment process that forms a critical part of any future restriction/anonymity application to the UCPI. This role will not only provide a level of independence from the welfare and investigation teams who are in direct contact with UCOs but will provide a coordinated approach across forces.
- 3.15 The costs for these additional eight posts, based on mid-point salaries for Merseyside Police are estimated at £352,300.
- 3.16 It is envisaged that the five post-holders will need to be largely based in the London area for significant periods of time in order to work on the centrally held NPOIU material, and the accommodation costs are estimated to be in the region of £100,000. Whilst this figure has therefore had to be incorporated into the costs, it is acknowledged that any availability of living accommodation provided by the MPS, or any secondments being from officers or staff who are employed by the MPS or the Home Counties, will reduce this element of the overall costs.
- 3.17 With regard to the Legal section of this Team, support is already in place from the East Midlands Police Legal Services (EMPLS) and retained Counsel.
- 3.18 Members are aware of a change of Leading Counsel for the NPCC between May and July 2016, further to which two Junior Counsel have also now been engaged on an ad-hoc basis.

- 3.19 Whilst initial Legal costs were estimated at £150,000, the increased focus on the NPOIU will require additional legal support. It is proposed to increase the legal provision to £300,000. However, members are advised that this estimate may alter as a better understanding is gained of the demand - when we have a clearer idea of what is contained within the NPOIU material and what the UCPI intend to focus on.
- 3.20 The overall costs for the NPCC UCPI Coordination and Legal Team, estimated on relevant mid-point salary scales and associated costs, has therefore increased from the £400,000 per year initially agreed by Council in December 2015 to £1,002,300 per year. This is only estimated and represents the higher end – depending on dates of recruitment, changing legal and accommodation costs and a number of other variables, the reality could be less.
- 3.21 Council is therefore requested to agree to fund the costs for the NPCC UCPI National Coordination Team for the remainder of the current financial year 2016/17 given the likely timescales of the UCPI, for the following two years, to April 2019. It is recommended that these costs are shared between forces based on the standard formula share basis. Council is invited to discuss the role of the non-Home Office forces, namely the British Transport Police, the Ministry of defence Police and the Civil Nuclear Constabulary. Currently these forces do not contribute to the shared Coordination team and Legal costs however the work in relation to the NPOIU might change this position.
- 3.22 Currently, the previously agreed funding and payroll for the NPCC coordination and Legal Teams has been managed through Derbyshire Constabulary. NPCC central office is not the means to manage these collaborative finances and there is a requirement for a force to take a lead role. This is currently provided by the Derbyshire Constabulary and it is proposed that Derbyshire Constabulary will continue to manage the additional funding and payroll for the increased team.
- 3.23 The organisational chart for the revised NPCC UCPI Coordination and Legal Team is attached at Appendix B.

NPCC UCPI Coordination Team - Accommodation

- 3.24 A significant quantity of the centrally held NPOIU material is currently within the Operation Herne MIR in Empress State Building (ESB) in West London. In order for part of the NPCC UCPI Coordination Team to work in proximity to that MIR, to Operation Herne itself, to the MPS Public Inquiry Team and to allow for ease of access to the HOLMES, Forensic Tool Kit and Relativity IT systems already in place at that location, a written request has been made to the MPS to accommodate part of the NPCC Coordination Team at those premises.
- 3.25 Having accommodation within ESB will also allow for a more manageable approach in dealing with the initial supervised access by the UCPI to the NPOIU material on the FTK system and subsequently arranging the coordination meetings with relevant forces to deal with the second stage redaction to any material requested by the UCPI and to managing any risk assessment meeting that may follow.
- 3.26 Council is therefore asked to note and formally endorse the request already made to the MPS, to accommodate part of the NPCC UCPI Coordination Team at the ESB in London. The MPS have again confirmed that they will identify suitable accommodation.

4 CONCLUSION

- 4.1 Oversight and control by the NPCC UCPI National Coordination Team of the stages referred to above will, in the first instance, ensure that the response to the UCPI by the police service as a whole will be timely, effective and appropriate in dealing with access to the centrally held NPOIU material and in answering any Rule 9 or Voluntary Request that they may issue. Furthermore, the coordination of relevant forces in dealing with considerations around redaction, consequent application for any Restriction Order(s) and the risk assessment / risk management of issues that may result from disclosure as part of the Inquiry, will ensure as far as possible that all relevant information and material is considered.
- 4.2 It is essential that all forces agree to the proposals contained within this paper so that a coordinated, transparent and consistent approach is maintained in dealing with the NPOIU material and the examination of its activities by the UCPI. If this shared collaborative NPCC proposed approach is not adopted by all forces the alternative will be for each force acting unilaterally and managing issues such as legal support, access to material, identifying and procuring the suitable IT document management platform, dealing with redaction and disclosure and managing operational personal risk assessments. This would inevitably lead to a fractured approach with each force having to create sufficient resilience and their own 'Public inquiry team' to deal with any requests. Each force would have to individually access and assess the centrally held NPOIU material, which would have significant impact on the overall effectiveness and timeliness of responses to the UCPI and create significant difficulties in dealing with any redaction, application for Restriction Orders and the necessary risk assessment.
- 4.2 The NPCC National Coordination team continues to work closely with the Undercover Public Inquiry, with forces across England and Wales, with the MPS Public Inquiry Team and with Operation Herne. Oversight and governance of the team is provided by the NPCC/NCA/MPS/CoP Gold group chaired by CC Sara Thornton with regular reporting to Chief's Council. Day to day management is provided by the NPCC portfolio holder for Serious and Organised Crime, which includes Undercover Policing (currently CC Mick Creedon, who is also the IO for Operation Herne), supported by the Chair of the National Undercover Working group (Currently CC Alan Pughsley) .

4 DECISIONS REQUIRED

- 5.1 Members of Chief Constables Council are therefore requested to:
- a) Agree the process to manage the redaction and disclosure of NPOIU material to the UCPI.
 - b) Agree to delegate decision making responsibility in relation to the 1st stage redaction process to the NPCC UCPI Coordination and Legal Teams
 - c) Note and endorse the formal request to MPS re procure the 'Relativity' IT system on behalf of all forces
 - d) Note that costs for the 'Relativity' IT system will be met from within the National CT Policing budget
 - e) Agree the recommended initial growth and funding of NPCC UCPI Coordination Team

RESTRICTED

- f) Agree the funding for the expanded NPCC UCPI Coordination Team for a period of 2 years with the split to be based on the formula share basis.
- g) Agree that all funding and payroll will continue to be managed through Derbyshire Constabulary.
- h) Note and endorse the request to the MPS for accommodation for the NPCC UCPI Coordination Team at ESB in London
- i) Acknowledge that there may be further potential for growth of the NPCC UCPI Coordination Team in response to development of this work and UCPI requirements. Any such growth will be addressed by the Gold group and referred to Chief's Council for decision.

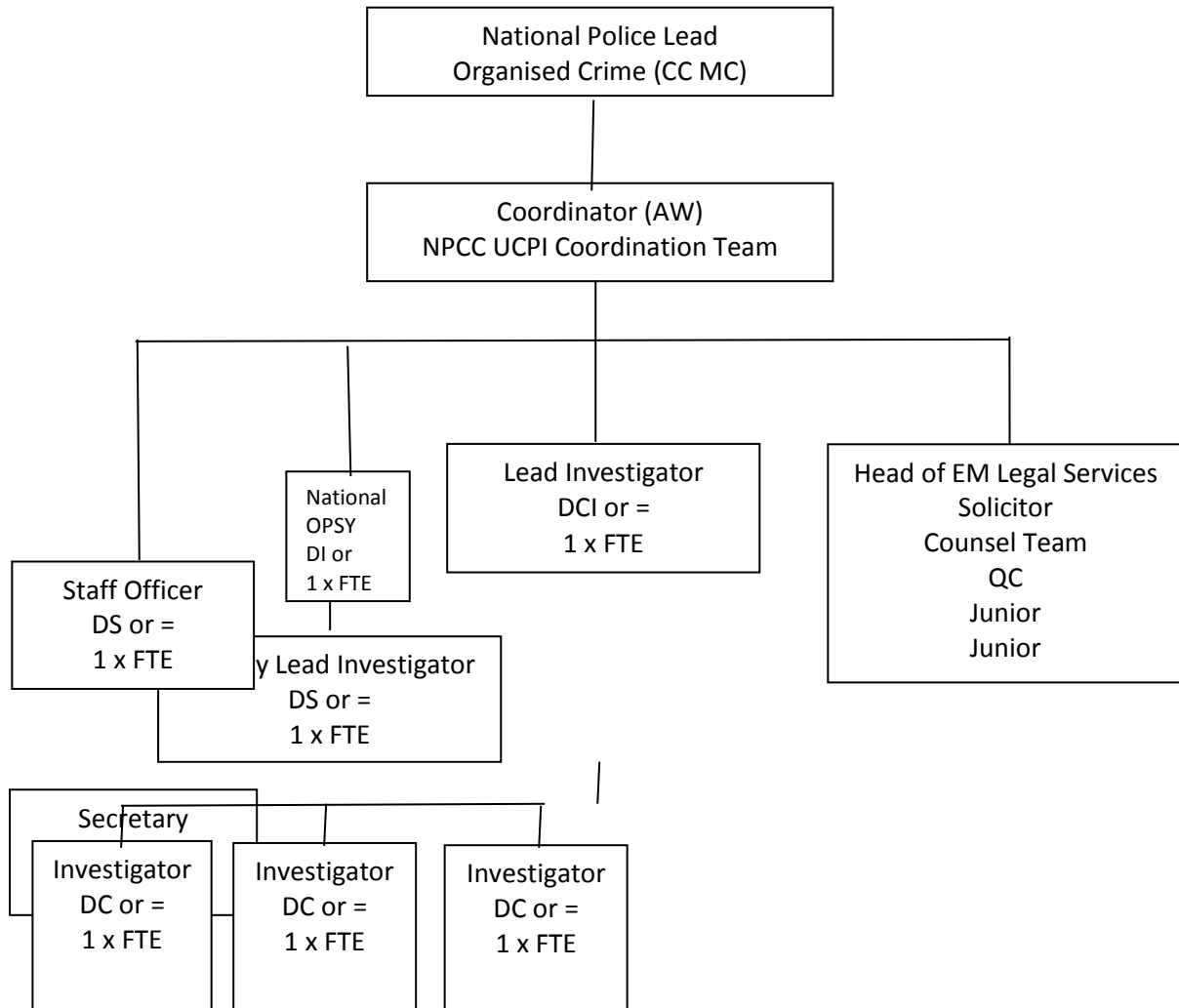
CC Mick Creedon

National Lead for Serious and Organised Crime, Crime Operations Coordination Committee

Disclosure & Redaction of Centrally Held NPOIU Material

<u>Stage</u>	<u>Owner / Responsibility</u>
Collate and Scope	Op Herne (MPS)
Forensically copy to FTK / Scan onto Altia	Op Herne / MPS HTCU & Outside Company
Supervised access by UCPI	NPCC UCPI Coordination and Legal Team
Issue of Rule 9 / Voluntary Request	UCPI
1 st Stage Redaction (LPP / RIPA Product)	NPCC UCPI Coordination and Legal Team
Requested Material loaded onto 'Relativity'	NPCC UCPI Coordination Team
In-depth Review of Requested Material by UCPI	UCPI
UCPI decide on Material to be Disclosed / Called	UCPI
2 nd Stage Redaction (Identities and tactics etc.)	NPCC UCPI Coordination and Legal Team, Other relevant Forces (UCPOI to inform 3 rd Parties)
Risk Assessment	NPCC UCPI Coordination and Legal Team, Other relevant Forces
Section 19 Restriction Order Application	NPCC UCPI Coordination and Legal Team, Other relevant Forces
Judicial Review (if Required)	NPCC UCPI Coordination and Legal Team, Other relevant Forces
Disclosure to Relevant Core Participants / Call as Evidence	UCPI

NPCC UCPI Coordination Team



Note:

Final estimated costs of £1,002,300 includes travel, expenses and accommodation.

This page is intentionally
left blank

Chief Constables' Council

CT Operational Update

12 / 13 October 2016 /Agenda item: 14

Verbal update from AC Mark Rowley

This page is intentionally
left blank

Chief Constables' Council

Item 15.1: DRR 3 Update

13 October 2016

S24 & S31

Chief Constables' Council

Item 15.2: Special Branch Review

13 October 2016

Security classification:	Not Protectively Marked
Disclosable under FOIA 2000:	Yes
Author:	Francis Habgood
Force/organisation:	Thames Valley Police
Date created:	26/09/2016
Coordination Committee:	SRO for Special Branch Review
Portfolio:	Counter Terrorism Coordination Committee
Attachments @ paragraphs:	<u>None</u>

1. PURPOSE

- 1.1 The purpose of this document is to provide a summary reminder of the scope of the Special Branch (SB) review and to update Forces on latest developments. The paper is for information only.

2. OVERVIEW

- 2.1 As detailed in greater depth in the update of June 2016, the threat picture continues to evolve and the increasing demands across the CT landscape make it likely that greater collaboration will be needed to manage the changing threat picture. The need to ensure the link from local through regional to national delivery is clear and that it functions effectively, Special Branches are a crucial part of this increased collaboration. Further, there are a number of national change programmes underway to deliver enhanced capabilities and these will provide significant opportunities to deliver a more joined up and efficient service, for example the Apollo programme.
- 2.2 In October 2015, the National Police Chiefs' Council tasked a national review to work with Special Branches to make progress towards 'regional collaboration of SB functions under a S.22a collaborative agreement and tasked by the CT Network with clear arrangements for local, regional and national tasking'. To provide support to the National SB Review, NCTPHQ contracted PwC. Between April and June 2016, PwC provided support to the core team and regional partners around the development of an accurate baseline for the SB services delivered within the North East, North West and South East regions. Since June, PwC have continued to provide support to the Review, helping the North East, North West and South East to develop their proposed collaboration options further whilst also working with all other CT regions (except London, which has no Special Branch) to map out their Force SB baselines and identify future collaboration opportunities (where relevant).
- 2.3 Throughout this process the SBR has supported the Regions as they engage with, or as they develop their plan to engage with, the Police and Crime Commissioners (PCCs) in each Force area. The SBR team will continue to support the Regions and Forces as they undertake this engagement.

3. TIMELINE

- 3.1 The National SB Review is separated into two phases, with current planning running up to and including October 2016. These phases began in March and June 2016 respectively and are now running in parallel:

RESTRICTED

- Phase 1 – North East (NE), North West (NW), South East (SE)
- Phase 2 – West Midlands (WM), Wales (W), South West (SW), Eastern (E), East Midlands (EM)

4 SBR DEVELOPMENTS (June – September 2016)

- 4.1 During the past three months, the Review team continued to work closely with all regions in the development of either baselines or future operating models for Special Branches. The table below provides a brief summary of progress achieved within each region:

Region	Progress achieved
North East	During June to September, workshops were held to progress the operating model for this region, with representation from all seven Forces. By mid-September, the region had completed a number of detailed options assessments for each function, helping to develop proposals for potential changes to the SB operating model going forward. These possible changes will be presented for discussion and agreement to a North East ACCs Panel on 10 October, followed by a meeting of Chief Constables on 19 October.
North West	During June to August, this region completed and signed off a business case for a new operating model covering all CT/DE activity within the region. This new model will see full collaboration between all Forces within the region on IMF, DSU and FI&O, as well as other activities. Line management for all CT/DE resources will come from the NWCTU. Regional hubs in Lancashire and Merseyside will be maintained to provide resilience and geographical coverage.
South East	Working in conjunction with officers in the region, the SBR team developed and completed a draft Target Operating Model Summary Paper in August. This document summarises the main changes that are proposed to the way in which SBs operate within the region. This document was submitted to the Force chiefs for initial approval on 23 September. The model proposed sees a move to central management of all SB resources by SECTU but with the maintenance of local presence in each Force area. A virtual, one region FIMU, will be created that helps Forces to better manage the intelligence assessment process (RADO), using the new CT national IT system (NCIA).
West Midlands	During June to September, the SBR worked with the region to gather a baseline and allocate time to functions for all FTE. The Review team met with each of the HSBs in the region to discuss their current ways of working and future delivery options. Following these productive conversations, a number of sessions were held to prepare for Panel. This took place on 20 September and involved discussions of moving towards a 'regionally managed, locally delivered' model. At the time of writing, a decision on the creation of a collaborative DSU function had been agreed; agreement on the exact governance model for IMF and FI&O functions was to be confirmed.
South West	The baseline for this region has been confirmed by the SBR. At present, the South West has a four Force collaborative model, with Gloucestershire not a member. During September, the SBR has worked with the region to develop options for the future delivery of joint services that will include Gloucestershire into this existing four-Force collaboration model. These options will be presented to a Panel to be held on 14 October.
East Midlands, Eastern and Wales	These three regions are already well down the path of collaboration. In the East Midlands and Wales, Section 22a.s are already in agreement and working well. In Eastern, a full business case for the future operating model of all CT/DE activity has been developed and signed off. The SBR has therefore worked with the regions to capture their baseline activity and write a summary of the collaboration models they have implemented / will implement. In all regions, collaboration has taken the form of central line management of CT/DE activity by the CTIU but with the maintenance of local resources in each Force area.

5 NATIONAL TRENDS

- 5.1 A clear mandate of the SBR has been that the team seek to work with each region to develop future operating models that suit that region's particular requirements. However, across England and Wales, the Review has found that all regions are moving towards a 'centrally managed, locally delivered' model in all functional areas. Regions are articulating that significant benefits can be targeted, whether operational, financial or in efficiency, by better joining up CT/DE activity cross region.

5.2 It should also be acknowledged that the manifestation of ‘centrally managed, locally delivered’, in each region is diverse in that each region is at a different stage of the journey. For example, some regions are seeking to create joint CTU-SB regional teams that move away from the historic Force SBs and organise regional services by function, not Force. Other regions are remaining with Force SB structures but are seeing a move towards functional line management, especially IMF and DSU staff.

5.3 Finally, note should be taken that in a number of regions, decisions remain outstanding around the future operating model. Therefore, it is not possible at this stage to state the existence of a single national model; rather, this briefing identifies common trends.

6 FUTURE DEVELOPMENTS

6.1 This stage of the SBR will come to a close in late October. At this point, implementation plans for all regions, detailing their planned next steps for the next twelve to eighteen months, will have been completed. In addition, a National Summary Report will be written that will summarise the progress in the SBR in each of the regions.

6.2 Going forward, the SBR will continue to receive transformation support from the NCTPHQ Portfolio Office, alongside other national programmes such as DRR and Apollo.

7 SPONSORSHIP AND SUPPORT FROM CHIEF CONSTABLES AND PCCs

7.1 Sponsorship and support from PCCs, Chief Constables and other Chief Officers continues to be crucial to the successful delivery of this work. In order to ensure that the good work done across all regions is now not lost, I would ask in particular that all Chief Constables to engage with this Review and be aware of the changes that are being proposed within their Force area and their region. Further, I would request that Chief Constables engage with their PCCs to ensure they are content with the proposals being agreed.

7.2 Further, in those regions that will propose significant changes to governance and operating models in the coming month, particularly the North East and West Midlands, I would request Chief Constables to meet with their ACC representatives and Special Branches to fully understand and provide inputs into the changes being proposed.

8 GOVERNANCE AND OVERSIGHT

8.1 I will continue to provide oversight as SRO for the review. I propose to provide another progress update at the next Chiefs Council. ACC Laura Nicholson will continue to report to me as the Programme Director for the National Review will chair monthly Programme Boards which will have representation from all regions.

9 RECOMMENDATION

9.1 This paper is for information only.

Francis Habgood

Chief Constable
Thames Valley Police
SRO for Special Branch Review

This page is intentionally
left blank

RESTRICTED

Chief Constables' Council

Brexit and Policing

13 October 2016 / Agenda Item 17

Verbal Update from Lynne Owens

This page is intentionally
left blank

Chief Constables' Council

NPCC 2016/17 Delivery Plan update – Q2

13 October 2016 / Agenda Item 18

- | | | |
|----|-------------------------------------|-------------------------------------|
| 1. | Security classification: | Restricted |
| 2. | Disclosable under FOIA 2000: | No |
| 3. | Author: | Nicole Higgins – Strategic Planning |
| 4. | Force/organisation: | NPCC |
| 5. | Date created: | 01 October 2016 |
| 6. | Attachments @ paragraphs: | |

1. PURPOSE

- 1.1. The purpose of this paper is to present chief constables with an update of progress against the 2016/17 Delivery Plan objectives during the first half of the year.
- 1.2. This document is designed as a summary of progress, risk and mitigation in relation to the Delivery Plan, the full Q2 return is available on ChiefsNet along with a copy of the risks register.
- 1.3. Chief constables are asked to note the contents of this report.

2. BACKGROUND

- 2.1. This plan is published at the start of 2016/17. It is designed to support the draft Vision 2025¹³, reflect decisions made by Chief Constables' Council and discharge the six functions of the NPCC. In doing so it sets out NPCC priorities and how it plans to exercise its functions. The delivery plan was agreed at Chief Constables' Council in April 2016.
- 2.2. The Delivery Plan is intended to complement national work undertaken by the College of Policing (the College), Association of Police and Crime Commissioners, Home Office, *****S23 to ensure a coordinated national response to the challenges faced by policing, intelligence agencies and wider law enforcement.
- 2.3. The NPCC annual delivery plan directly supports the realisation of the draft Vision 2025 and is structured around five "reform strands":
 - Local Policing
 - Specialist Capabilities
 - Digital Policing
 - Workforce
 - Business Enablers

¹³ It should be noted that the Vision 2025 remains in draft whilst in consultation with PCCs and staff associations.

3. DELIVERY PLAN RISK ASSESSMENT

3.1. This update will focus on a summary of progress and highlight those areas with amber or red risk ratings.

3.2. The majority of objectives are reporting little or no overall risk at this stage (34 out of 48 objectives) partly due to the fact that many of the objectives are currently in initiation phase. However, there are a number of risks within the programmes of work displaying some recurrent themes.

3.3. The Q1 update identified funding as an issue for many of the programmes. This has been significantly reduced by successful bids to the Transformation Fund including CLEP programme, the Joint Forensic and Biometric Service programme, UKPPS Protective Measures programme, Automated Performance Measurement Information System for SOC and funding for regional CSE coordinators and analysts.

3.4. Resourcing continues to be an issue in a number of areas, both in terms of recruiting technical and contracted resource and in the ability of forces to provide sufficient resource to produce data requirements. In particular:

- The Demand project and the Serious Organised Crime Performance Model are reliant on the continued availability of skilled staff within forces. For both the above chiefs are being asked to continue to support the programmes with key staff.
- Delivery of the National Criminal Intelligence Application (NCIA) is at risk of delays due to issues in recruiting contact staff and gaps in network SMEs and Business Change Managers.
- Recruitment for roles in Tranche 3 of the Counter Terrorism Demand, Risk and Resource (DRR) programme (Prevent Disruptions and Mental Health teams) may be challenging. The DRR HR lead is working with related regions, RILs, and local HR on the most effective recruitment process.

• S31

- Resourcing of DII programme could cause delays. To mitigate this they are identifying force SMEs and looking to recruit more specialist resource.

3.5. Force compliance and buy in to national approaches:

- The technical decision making model designed by the Operational Requirement Board (ORB) has been slow to develop. Force compliance with common standards and the use of the model remain a risk. The merger of the Strategic ORB and IMCC is expected to mitigate this.
- Lack of collaborative support for procurement will threaten effectiveness of CLEP programme. A clear plan is being developed to support innovation.
- Not all forces are compliant with the Victim Code, potentially delaying progress in local crime prevention initiatives for fraud and economic crime. There will be a review of the action fraud process against the Victim Code of Practice, and it will be included in the victim strategy.
- Consensus for national change in workforce is being addressed through broadening communication and involvement with the programme.

3.6. Reputational risks due to failure or delay of programmes:

- Failure to evidence savings realised from the CLEP programme makes policing vulnerable to forthcoming CSR. Funding has been received and plans are being put in place to assist forces to realise benefits.
- Failure of CPS to complete file quality assessments could lead to meaningless or inaccurate data. Regular review of data, analysis and trends is proposed.

4. LOCAL POLICING

4.1. The aim for Local Policing is to be aligned to, and where appropriate integrated with other local public

[RETURN TO CONTENTS/AGENDA](#)

RESTRICTED

services to improve outcomes for citizens, focussing on the creation and support of national frameworks to facilitate local implementation and utilising the PCCs ability to coordinate services. The objectives address issues of demand, vulnerability, collaboration and multi-agency initiatives for prevention and early intervention and to support communities.

- 4.2. Effort is being directed into creating national frameworks and agreement across agencies and with partners to address the more vulnerable in communities (National Concordat for Children in Care, Task and Finish group for unaccompanied migrant children, Safeguarding Advisory Board for vulnerability associated with asylum) and to address community cohesion (Gypsy, Roma and Traveller communities, issues of migration). Work to raise awareness of disability hate crime and specifically neurological conditions is ongoing and progress is being made with other agencies to improve access and to promote confidence in communities to report hate crime.
- 4.3. Certain issues are recurring throughout the strand. There is reliance on forces to comply with guidelines and recommendations and failure to do so could compromise the national frameworks being developed. Projects are working with forces and regional leads to mitigate this. Governance issues can become problematic especially where local authorities have different practices and issues of co-terminosity. Collaboration programmes (specifically Fire) are slow to develop due to complicated governance arrangements.
- 4.4. (Objective 1.1) The demand programme, now in delivery phase, is due to report to Council in January 2017. In addition to the five work streams, the report will consider demand and efficiency and effectiveness (PEEL inspections), Big Data, process mapping and value streams, the legitimacy of demand and public expectation and links with the Specialist Capabilities Programme. Work is now being finalised to inform the next Police Allocation Formula. Further consideration is required to address the complex issue of predicting demand and work is ongoing with the College.
- 4.5. A number of objectives addressing issues of vulnerability in communities are underway:
 - (Objective 1.2) Progress is ongoing against the disability hate crime action plan and links are being made with the Hate Crime portfolio.
 - (Objective 1.3) Raising awareness of neurological conditions is being addressed through engagement with other agencies. Technology solutions are being considered to identify those who are vulnerable and consideration is being given to a flag on PNC.
 - (Objective 1.4) A national programme to create a consistent approach to gypsy, Roma and traveller communities has been established. Guidance is being updated to reflect changes in legislation and planning guidance. Work with forces is ongoing to ensure that services are delivered in a consistent, fair and equitable manner.
 - (Objective 1.7) The Children and Young Persons portfolio are working with the Home Office and Department for Education and proposes a National Concordat to prevent the offending and criminalisation of children in care. This is currently with Ministers.
 - S23
 - (Objective 1.10) The Economic Crime working group has established a fraud prevention network for all forces. The new reporting and analytics system continue to develop with implementation planned for the autumn. Themed campaigns that are designed nationally but delivered locally are underway to embed the Protect and Prevent strategies.
- 4.6. Multi and cross agency initiatives that have been developed and piloted in local areas to create national frameworks to support local delivery.
 - (Objective 1.6) The Trouble Families programme is well developed, however there are difficulties in developing a national approach since the local authorities who lead do not have consistent practices which are being addressed.
 - (Objective 1.8) Support for multi-agency neighbourhood projects is focussing on a place based approach to antisocial behaviour and vulnerability and looking to adopt a multi-

RESTRICTED

agency model to promote early intervention with members of the community to reduce the chance of the vulnerable becoming a victim or an offender.

- (Objective 1.5) Fire Service Collaboration is progressing slowly. Local initiatives have been identified and shared. Both NPCC and CFA have identified leads for this programme of work and NPCC and CFA secretariats have met to discuss possible alignment of committee structures. The governance of this work is challenging and there is a recognised need for a NPCC/CFA group and work is underway on the terms of reference with the Home Office.

- 4.7. (Objective 1.12) The Stop and Search APP work is ongoing but now almost complete. The final version was published for additional comment on 05 September. Training is being rolled out across police forces. Forces have been supported in mainlining compliance with BUSSS. Those that were recently taken off the scheme have been re-inspected and the report from HMIC is due imminently.

5. SPECIALIST CAPABILITIES

- 5.1. The draft Policing Vision 2025 states:

By 2025, to better protect the public, we will enhance our response to new and complex threats; we will develop our network and the way we deliver specialist capabilities by reinforcing and connecting policing locally, nationally and beyond.

- 5.2. The National Specialist Capabilities Programme is now established and is approaching a decision point in October 2016. Effort is being directed into engagement and communication and establishing a framework around governance, access and quality.

- (Objective 2.1) National Specialist Capabilities Programme is currently reviewing Armed Policing, Surveillance, TSU, Major Investigations, and Roads Policing. The Programme will be making recommendations and proposals to Chiefs' Council and APCC in October 2016. It is proposed that if the approach and methodology adopted by the programme is supported by Chiefs and PCCs, the review will broaden to incorporate; Cyber, Proactive Crime Investigation and Intelligence.
- (Objective 2.8) As part of the Programme the issue of governance and accountability for activities which stretch beyond force boundaries is being considered. A sub group has been established, led by PCC Paddy Tipping. The Police Foundation has been commissioned to carry out an initial piece of work on behalf of the Specialist Capabilities Board and will report initial findings to NPCC and APCC in October 2016.

5.3. – 5.5 S31 & S24 & S23

6. DIGITAL POLICING

- 6.1. The draft Vision 2025 proposes that by 2025 Digital policing will make it easier and more consistent for the public to make digital contact, improve our use of digital intelligence and evidence and ensure we can transfer all material in a digital format to the criminal justice system.

- 6.2. The Digital Policing Programme consists of:

- Digital Public Contact – the approach to enabling public engagement with policing in the digital age.
- Digital Intelligence and Investigation – the capabilities required to respond to online crime, develop intelligence and investigate the digital footprint.
- Digital First – how evidence can be stored and shared with partners and the Criminal Justice System.

RESTRICTED

- 6.3. The national Digital Policing Programme is becoming established with its own governance and accountability structure. A PMO is managing the programmes and monitoring and mitigating risk. The remaining three objectives are nearing completion and in execute phase.
- 6.4. (Objective 3.4) The Digital First programme seeks to address the increasing volume of digital evidence to establish a seamless information interface between policing and the criminal justice system common platform.
- All elements of the Digital First Programme are working well and any risks are being managed and mitigated at a project level. The Programme structure has been put in place and strategy has been developed to meet the objectives.
 - There are 4 delivery projects, Evidential Multi Media (EMU), Structured Data (SDA), Common Platform (CPP) and Video Enabled Justice (VEJ). Each of the projects is progressing in line with the communicated plan and is broadly at an initiation phase.
 - Digital First has an important dependency for delivery with the Common Platform Programme (CPP) and is working closely with the CPP team to progress and manage any touch points.
- 6.5. (Objective 3.3) The Digital Intelligence and Investigation has four work streams to bring more knowledge of digital investigations and intelligence to frontline roles, more digital capability to every investigation.
- The DII Programme has been shaped and the draft strategy produced. A benefits and capability assessment framework produced, and current projects have been assessed against the framework so that capability development nationally can be mapped.
 - There has been engagement with NDES, CCD and College of Policing to ensure alignment and remove duplication.
 - Support has been received for the setup of CDRIC (Centre for Digital Research and Industrial Collaboration) and IDEPP (Independent Digital Ethics Panel for Policing).
- 6.6. In addition there are other programmes underway that examine digital solutions:
- (Objective 3.2) The objective to develop and embed a national PURSUE response to mitigate the threat posed by on-line sexual exploitation is progressing. The Pursue Board continues to meet quarterly. It has seen a continued increase in the number of IIOC investigations. All forces have CAID embedded and staff trained in use of the CPS System. Work has now started to align research and independent work streams into online grooming and facilitation of CSA in the dark web.
 - (Objective 3.1) Forces are now using the evaluated risk assessment model for CSE. Benchmarking is complete in all regions and problem profiles are being finalised. A PTF bid was successful for CSE coordinators and analysts based in ROCUs.
 - (Objective 3.5) The roll out of Body Worn Video (BWV) in overt operations is in progress. All forces now have APP guidance and the report is available on Polka. Work has been started to consider the use of BWV in covert operations.

7. WORKFORCE

- 7.1. The draft Policing Vision 2025 proposes that policing will be a profession with a more representative workforce that will align the right skills, powers and experience to meet changing police demand.
- 7.2. Working with the College of Policing, PCCs, Home Office and other stakeholders (including academic partners) there are programmes to address future workforce, leadership, wellbeing, diversity and the code of ethics.
- 7.3. Most of the Workforce objectives are in early stages. Risks and issues have been identified around achieving support and buy in from forces and potential cultural barriers. Programmes to engage with officers and staff to communicate key messages and address misconceptions are planned.

RESTRICTED

- 7.4. (Objective 4.1) The workforce futures programme is considering what the service will need to do differently to equip itself for the future. It commenced in April 2016 with Police Innovation funding for 12 months. Timescales will be driven by the next two submissions to the Police Remuneration Review Body. It will look to address workforce skills and capabilities to meet changing demand, affordability and value for money and the changing needs of the workforce to meet modern expectation. The programme will run to 2018.
- 7.5. (Objective 4.2) A third paper detailing progress on recommendation 2 was submitted to the July Chief Constables' Council. It outlined the work that had been carried out across a number of forces looking at organisational design and concluded that, at that time, there was no compelling case or evidence base to support changes to the rank structure. However, the working group found a growing evidence base in policing, building on the evidence base from other sectors, to support a continuing application of the "five level" model. This is therefore being used by the College of Policing as part of the developing workforce framework and a workshop is being planned to provide information to forces about how it can help as part of any organisational design work.
- 7.6. (Objective 4.3) The project to embed the Code of Ethics continues. Work is on-going with the College to build an evidence base of what works and to benchmark the current position. Short, medium and long term plans to embed the Code are in development and will include utilising technology to support and share ethical working practices. The College have agreed to take the lead in the implementation of a National Ethics Committee. Regional leads are being identified to facilitate information flow between forces and the national level.
- 7.7. (Objective 4.4) Meetings have taken place to develop an Ethics Strategy which is currently in draft form to be jointly agreed between the NPCC and College leads. Work includes building the evidence base to look at what is working nationally and how we can improve, building links between forces and sharing best practice - identifying what 'good' looks like.
- 7.8. The Workplace Wellbeing Charter (WWC) has been progressed. Meetings with Public Health England (PHE) to discuss how the Charter can be accredited in forces have been held. This will be done by ACAS for a nominal fee, and the ACAS training is underway to facilitate force requests for accreditation.
- 7.9. (Objective 4.5) DCC Guildford and members of the Complaints and Misconduct Working Group continue to meet with senior officials of the Home Office Police Integrity and Powers Unit to plan and coordinate current and future activity of the activity in assisting to draw up regulations and associated guidance across all aspects of the reforms to the police complaints and misconduct landscape.
- 7.10. (Objective 4.6) The issue of workforce diversity is being jointly commissioned between the Workforce and EDHR Coordination Committees. A formal piece of work to draw the scope around the suggested new lead/portfolio and to undertake a gap analysis around Workforce representation. Terms of reference have been drafted and they have approached West Midlands Police to take on this discrete piece of work on behalf of the national leads (drawing on their experience as a leading force in this area).
- 7.11. (Objective 4.7) The College are currently developing an implementation plan for senior leader CPD that aligns with and is complementary to the wider CPD work that is being undertaken across the service. The College has also indicated it will be working with forces at a senior level to develop the role of a chief officer team member as a champion both for CPD and for senior police leader CPD.

8. BUSINESS ENABLERS

- 8.1. The draft Policing Vision 2025 asserts that police business support functions will be delivered in a more consistent manner. This will enable efficiency and enhance interoperability across the police service. To facilitate this there are a number of national ICT related objectives.

RESTRICTED

- 8.2. There has been demonstrable progress in this strand. The CJCC has delivered the single file quality assessment which will start reporting to the CJB in April 2017, the Strategic Operational Requirements Board has merged with the Information Management Coordination Committee and all forces will be compliant with the government security classification by March 17. The CLEP programme has received additional funding to assist with realising benefits.
- 8.3. (Objective 5.1) The Emergency Services Network governance arrangements based on a 'lead force' model are in place now and have ensured the Emergency Services Network is properly tested and fit for purpose. Operational Communications in Policing (OCiP) is continuing to operate as a national team in a lead force model, overseen by a bi-monthly Chief Constables' ESN Reference Group chaired by CC Francis Habgood.
- 8.4. (Objective 5.2) In July, NPCC endorsed the proposition that the Strategic Operational Requirements Board and Information Management Coordination Committee should "merge to ensure one powerful oversight body on behalf of Chiefs". The new body (provisionally referred to as the 'National Information Management and Operational Requirements Coordination Committee' or 'IMORCC') represents a significantly refreshed approach to achieving objective 5.2 as well as broader goals.
- 8.5. The Home Office landscape review to ensure a common, joined-up approach to the National Law Enforcement Technology programmes (Emergency Services Mobile Communications Programme, National Law Enforcement Data Programme, Home Office Biometric Programme, Digital Public Contact, Digital Investigation and Intelligence and Digital First) is progressing well. Mapping work is ongoing with Vision, Mission, Objectives, Strategy and Tactics documents developed for all six programmes which have been reviewed and agreed. Timing, plans and milestones have been collected and shared. In addition to the six formal programmes, the review will also cover three adjacent programmes (NCA IT Transformation, OSCT's Communication Capability Development programme and the CJS Common Platform).
- 8.6. The Criminal Justice Coordination Committee have developed and tested a single national File Quality Assessment and national implementation has taken place. This was completed by 30 September 2016 in line with the expectations set by the Criminal Justice Board. Data from the assessments will be available to the Criminal Justice Board each quarter, following approval from national police and CPS leads. The reports to the CJB will be a quarter in arrears – therefore initial quarterly figures will be available to police and CPS in January 2017 with a report to the CJB in April of the same year and quarterly thereafter.
- 8.7. The Finance Coordination Committee are working on programmes relating to national procurement, shared services and the funding formula review:
- 8.8. (Objective 5.5 and 5.7) The Collaborative Law Enforcement Procurement (CLEP) Programme originally identified potential annual savings of up to £137M (revenue and capital) but without agreeing additional budget to support forces in delivering it. A bid for £2m was successful to the Transformation Fund to address this and a relaunched project plan will be put forward in October. This will provide direction on shared services and facilities. Whilst good progress is being made given lack of investment, the next stages must include robust project management to drive and realise benefits. Savings from CLEP categories in Q1 2016/17 amount to £6,196,317.
- 8.9. (Objective 5.6) The Policing Minister has announced in September his intention to undertake a review of the funding formula for the distribution of the main policing grant. It is proposed to establish two working groups at a senior sector and technical level. Consultation on new formula proposals will begin in early 2017, which leaves a very short time to conduct the review. The minister has also indicated that he wishes to meet with as many PCCs and Chiefs prior to the consultation. To this point the NPCC have kept a watching brief on developments. It now needs to decide how it can best enable force varying and often divergent views to be represented.

9. CONCLUSION AND DECISION

- 9.1. Chief constables are asked to note the contents of this summary report.

[RETURN TO CONTENTS/AGENDA](#)

RESTRICTED

Chief Constable Sara Thornton

Chair NPCC