

Responding to the new government

As you will have seen from the agenda, I have set aside two slots of two hours each for us to have a structured discussion on key issues that will be a focus of the new administration. Our experience to date clearly demonstrates that they have a drive to move quickly and that they are prepared to be radical in their proposals. I think that it is equally clear that they will be prepared to listen to our ideas and so the purpose of these sessions is for me to get a sense of Council's views so that I am in a position to best represent them in the opportunities that I will have. It will also give us clarity on the practicalities of how we, as NPCC, will engage and respond through our leads. I propose the following subject areas;

1. Governance and Accountability

- a. The NPB and proposed sub-boards – attendance and TOR?
- b. The 43+ force structure – how much do we want to challenge HMG to address this? Are we clear on how we would want national, regional and local decision-making to take place?
- c. The concept of a 'national delivery vehicle' – what should that look like? Should there be one for operational and one for commercial? Is it a re-purposing of an existing body or is it a new entity?
- d. The relationship with PCCs as we approach the May elections? How do we balance co-production and separation?

2. Outcomes, priorities and operational delivery

- a. Developing the outcomes work from pre-election – what is our collective view on the performance/target question?
- b. Could we define prioritisation in a collective way? Is it national, regional, local or all?
- c. Should we/can we demonstrate more consistency in operational delivery
- d. Are we committed to a longer term preventative approach across the system that may be seen to be at odds with shorter term responses? If so, how does this manifest itself?
- e. How do we achieve a strong and consistent position on the role that technology must play in our operational delivery?

3. The CJ Royal Commission

- a. Do we agree that a broad view of policing must form part of what the Commission considers?
- b. What is the relationship between the commission and the work that we did on performance blockers as a result of the PM's roundtable on CJ?
- c. Do we want the commission to pick up some of the questions raised under Governance and Accountability above?
- d. What relationship should it have with the Police Foundation Strategic Review of Policing?
- e. What structure/team should we set-up to be our point of contact with the commission?



4. Spending Review/SDSR

- a. Building on the experience of preparations for SR19, what structure/team should we set-up to input to SR20?
- b. How do we generate proposals rather than simply respond to those from within HMG?
- c. How strongly do we push for a funding formula review?

There are three other areas that would warrant the discussion but they each have a substantive slot on the programme so will be dealt with at those points, whilst still informing the above debates. They are;

1. The system response to SOC – this will be covered in the session on the SOC review
 - a. Do we have a collective commitment to the prioritisation of SOC?
 - b. Are we clear on any NPCC ‘red lines’ for review proposals
 - c. We need an open discussion on the role/responsibility boundaries between NPCC forces and the NCA
 - d. This debate links to the broader Governance and Accountability discussion in relation to the national/regional/local challenge.
2. The role of the NPCC – this will be covered in the session on the NPCC operating model
 - a. Does Council support a greater capability (The Strategic hub) and more streamlined decision-making processes as proposed in the NPCC operating model session?
 - b. How do we achieve clarity of role/demarcation in the relationship with The College of Policing?
3. Officer safety – this will be covered in the session on the officer safety review
 - a. This is a clear priority for ministers and we need to have clarity on the recommendations that we take forward from the review

There are big issues here and many touch on questions that, in my experience over the last ten months, constitute the ‘elephants in the room’. I believe that as we begin to work with an administration that has a real majority and the prospect of longevity in power, we must have the difficult and open debates to arrive at positions on these issues. In many it is highly unlikely that we will achieve total consensus, but it is important that we have a collective majority view if we are to make our case not only into HMG, but also publicly, and most importantly, to our staff.

I look forward to our discussions.

Martin Hewitt
Chair
National Police Chiefs’ Council