

# Chief Constables' Council

## NPCC 2016/17 Delivery Plan update – Q1

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### **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 quarter of the year. This paper provides Council with an overview of the progress and summary of risk and mitigation.
- 1.2. This document is designed as a summary of risk and progress against the Delivery Plan, the full 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 Police Vision 2020<sup>1</sup>, reflect decisions made by Chief Constables' Council and discharge the six functions of the NPCC. In doing so the Delivery Plan sets out NPCC priorities and how it plans to exercise its functions. The delivery plan was agreed at Chief Constables' Council in April 2016 subject to additions.

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<sup>1</sup> It should be noted that the Vision 2020 remains in draft whilst in consultation with PCCs and staff associations.

2.2. 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(1) and the \*\*\*\*\* S23(1) 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 Police Vision 2020 and is structured around five “reform strands”:

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

### 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 (41 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. 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 provide sufficient resource to produce data requirements. In particular:

- The Demand project relies on the continued availability of skilled staff and
- Increased resource commitment to provide data for the serious and organised crime performance reporting model. For both the above Chiefs are being asked to support the programme with key staff.
- Recruitment of and maintaining the flow of new officers into armed policing roles. Continuous monitoring and the development of a National Training plan are in place to mitigate this.

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3.4. Progress on objective is reliant on sign off/approvals/funding or the outcome of inquiries/reports that are out of the control of the programme teams:

- Home Office review into police shootings and subsequent investigations will impact the ongoing recruitment of armed officers.
- There is a risk to the Joint Forensic Biometric System if transformation funding is not approved. If funding is not received, the current approach will continue.
- The CT programmes require the CT Network Design Authority to be formalised to ensure effective integration.
- The Collaborative Law Enforcement Procurement (CLEP) programme is at risk from forces trying to progress alongside business as usual. A successful outcome from the Transformation Fund bid will mitigate this allowing for dedicated resource.

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\*\*\*\*\* S23(1).

3.5. Force compliance and buy in to national approaches:

- There is a risk that forces will not abide by national approaches to a technical decision making models and agreed common standards for ICT investments. Governance is being reviewed and further discussions between NPCC and Home Office are planned.
- 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.

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 ER or

CSR. Recruitment and engagement plans are being developed.

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#### 4. LOCAL POLICING

- 4.1. The Policing Vision 2020 aim for Local Policing is to be aligned to, and where appropriate integrated with other local public services to improve outcomes for citizens. This strand of the reform agenda will focus on the creation and support of national frameworks to facilitate local implementation utilising the PCCs ability to coordinate services.
- 4.2. Objectives in the 2016/17 delivery plan address issues of demand, vulnerability, collaboration and multi-agency initiatives for prevention and early intervention and to support communities.
- 4.3. (Objective 1.1) The demand programme, now approaching delivery phase, continues to aim to demonstrate the level of demand created through daily management of threat, risk, harm and vulnerability. All six work streams are on track to deliver a final report in October 2016. Work is ongoing to integrate with other strands including work on the funding formula, informing Local Policing and Partnership work and initial discussions with the Specialist Capabilities Programme.
- 4.4. A number of objectives are addressing issues of vulnerability in communities and are developing national approaches to support local problem solving and to address issues of hate crime:
  - (Objective 1.2) Progress is being made on implementation of the disability hate crime action plan and is currently focussing on reporting of outcomes.
  - (Objective 1.3) Work is progressing with the College and Criminal Justice around autism and dementia to raise awareness amongst officers and attain procedural justice within the CJ system.
  - (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 to ensure that services are delivered in a consistent, fair and equitable manner with regard to these communities is ongoing.

- (Objective 1.7) The Children and Young Persons portfolio are examining risk around crime, exploitation and radicalisation. All forces now have a strategic lead and a network of chiefs is established. Reports on schools policing have been prepared and a project initiated into contact with young people in the digital space.
- (Objective 1.11) A strategic approach to issues raised by migration is being developed including issues of crime, safeguarding, resettlement and community cohesion. National networks are being developed focussing on a consistent and coordinated approach, to strengthening national partnership arrangements, raise awareness and to deal with data and intelligence. Work streams are in various states of progress relating to modern slavery, organised immigration crime, asylum and unaccompanied migrant children.
- (Objective 1.10) Focussing on vulnerable people, the Economic Crime working group has set up action plans to support and develop local crime prevention engagement and delivery for fraud and economic crime. New reporting and analytics system continue to develop with implementation planned for the autumn. A National fraud prevention network has been established for all forces with themed campaigns based on current threats and priorities set for the coming months. They are working with \*\*\*\*S23(1) and \*\*\*\*S23(1) on methodology for delivering “protect” messages at local, regional and national levels.

4.5. 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. Strategic and tactical principles have been agreed by the national working group to provide a framework for sustainable local delivery, recognising that there cannot be a one size fits all approach. An implementation group is being formed and work is being progressed with the Early Intervention Foundation.
- (Objective 1.8) The programme to support multi agency neighbourhood place based approach to problem solving is progressing with the College. It was identified that potential overlaps and gaps between other NPCC portfolios existed and, to ensure that these were

addressed, the College facilitated and hosted a day of presentations/workshops on the 18th May. Further workshops are planned for the autumn.

- (Objective 1.5) A duty to collaborate between emergency services and the potential for degrees of integration with the fire service are provided for in the Police and Crime Bill. A strategic approach to create national frameworks for local integration is being initiated with the Fire Service and initial discussions have been held between CFOA and NPCC and with the College of Policing. This is currently at a very early stage.

- 4.6. (Objective 1.12) Support for all forces to ensure the Stop and Search tactic is being deployed in a fair and effective manner is being developed with the College through APP, guidance and training. The APP is due to be published in August 2016. The design of the College training has been informed by the research evidence and developed in partnership with the Equality and Human Right Commission. The standards have been shared with HMIC who will inspect against them in future inspections. The training on BUSS and the new stop search methodology has now been rolled out to forces.

## **5. SPECIALIST CAPABILITIES PROGRESS**

- 5.1. The draft Policing Vision 2020 states:

By 2020 Specialist Capabilities<sup>2</sup> will be standardised and aggregated to maintain capability and resilience across policing. This will ensure greater agility when managing risk.

- 5.2. The Specialist Capabilities Programme (including: Armed Policing, Surveillance, Technical Surveillance Units, Major Investigations and Roads Policing) is becoming established and is building towards a decision point in October 2016. Considerable effort is being directed into engagement and communication and establishing a framework around governance, access and quality.

- (Objective 2.1) The Capabilities Programme is undertaking practitioner led reviews of the national capabilities. Extensive engagement has taken place with full day seminars held to confirm delivery definitions, set data requirements and begin to identify

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<sup>2</sup> The Advisory Group on the National Debate on Policing in Austerity has defined specialist capabilities as those relating to counter terrorism, organised crime, cybercrime, major crime, intelligence, public order and armed policing.

change hypotheses. This will be supported by a broader event in July to identify future requirements.

- (Objective 2.8) The issue of governance of cross force policing units is being considered with Police and Crime Commissioners (PCCs). A sub group led by PCC Tipping has met on two occasions and is developing a work plan around understanding best practice, applying existing arrangements more effectively and examining new ways of working.

5.3. The Specialist Capabilities Board has subsumed the Counter-Terrorism - Organised Crime (CT-OC) Board, thus assuming full control and oversight of the CT-OC tri-lateral portfolio.

- (Objective 2.2) The programme to establish functional synergies relating to national level capabilities across the counter-terrorism network and the \*\*\*\*\* S23(1) is ongoing and continues to drive current and potential new areas of CT/OC Collaboration. Significant work has been undertaken to revise the CT/OC Strategic Intent document by revisiting the initial assessment discussed on which areas should be in scope, which should be out of scope and which have wider relevance to the Specialist Capabilities Programme.
- (Objective 2.9) There has been significant progress to deliver the regional integration of counter-terrorism and organised crime prison units. Work has begun to develop a performance framework as well as the regions for both CT & OC. Sufficient funding was secured from the SDSR settlement to commence with phase 2 of the programme. However, due to the short term absence of a programme team, there has been a delay in progress and delivery of key milestones. The team is now recruited and operational.

5.4. Further work on development of regional units is being conducted within the Crime Operations Portfolio and Counter Terrorism Portfolios:

- (Objective 2.14) The priority based budgeting review of the entire capability funded by the CT grant has now completed tranche 3 and commenced tranche 4. This is on track to deliver by September 2016 and includes the delivery of a high level design for the National Ports Service and Regional Hub Port design.

- (Objective 2.4) Development of national and regional confidential units continues through the integration of NPCC Regional Confidential Units with \*\*\*\*S23(1) Area Tactical Confidential Units. This is due for completion in 2018. \*\*\*\*\*

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- (Objective 2.5) All ROCUs now have regional structures for oversight of undercover policing activity including advanced, foundation and on line activity. MPS and City of London are agreeing structures to implement their joint working. On target for completing August 2016.
- (Objective 2.10) A paper outlining a costed proposal for the national casualty bureau hubs will be submitted to council in September.
- (Objective 2.11) Work is ongoing on the effective response to a marauding terrorist firearms attack through uplift in armed capacity. A full update will be made at Council. Projects within the programme include: ARV uplift outside London, CTSFO uplift and National Training Plan. With regard to London, whilst the Programme funds some aspects of the total cost of the ARV uplift within London, the capital's overall armed uplift is considerably larger and wider in scope, and has its own Project team established which maintains close links with the Programme itself.
- (Objective 2.12) A business case for a new operating model to increase effectiveness and efficiency of the forensic service is begin developed with the Home Office. Consultation has been undertaken by the JFBS team to engage with a wide audience. National events have attracted the attendance of Chief Officers and senior forensic leads in order to help develop the principles and understand how transformation can assist. Bae Systems have done some deep dive work with a small sample of Chief Constables and PCCs and have delivered a number of recommendations which are being built into the outline business case and will inform the direction of further work if approved.
- (Objective 2.15) Review of Special Branch. Since March, PwC have been providing support to the programme and regional partners around the assessment process and design of regional collaborative arrangements. Progress is being made by each region to agree regional governance models to



deliver regional tasking and coordination of local resource. This will be achieved with either the direct transfer of this capability to the regional ACC or through the development of Section 22a agreements. Work is ongoing to prepare for the regional panels in NE, NW and SE, which are scheduled to complete by June 2016. The remaining regions will complete the panel process in the period up to September 2016.

5.5. There are a number of systems and performance objectives to enable to work:

- (Objective 2.3) Performance model for serious and organised crime and the management of organised crime groups. The Home Office, ROCU Programme and \*\*\*\*S23(1) have developed a performance framework that provides both qualitative and quantitative performance data across the ROCU network. This has developed over the year and now provides a more consistent assessment of how effective the ROCU network is at identifying and reducing the threats posed by organised crime. This is due to be rolled out by 2017.
- (Objective 2.13) Implementation of the National Common Intelligence Application (NCIA) to a further three regions is delayed by the Apollo programme. Due to significant resourcing issues, the overall implementation schedule of the Apollo Programme has been delayed by 7 months, re-forecasting the Programme's end date, to July 2018. This delay will increase the cost of the programme by c£5m. Apollo Programme Board has agreed to the revised roll-out plan and CT Heads are supporting an Apollo 'recruitment campaign'.
- (Objective 2.16) The delivery of digital capability across CT networks through NDES has been review and priorities revised and will be transitioning to a new partner. This will enable the NDES Programme and organisation to be in a more mature position to deliver the programme objectives whilst aligning to the transition of a new Programme Partner from November onwards.

## 6. DIGITAL POLICING PROGRESS

6.1. The draft Policing Vision 2020 proposes that policing will have efficient, effective, consistent, accessible and secure capabilities for digital public contact and the capture, exploitation, storage and sharing of digital intelligence and evidence.

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.

6.3. (Objective 3.4) The Digital First programme seeks to address the increasing volume of digital evidence by working with police and crime commissioners to establish a seamless information interface between policing and the criminal justice system common platform.

- Digital First have carried out a Landscape Review across all 43 forces (and BTP), which has been carried out through a combination of workshops with forces and the completion of an intuitive database. The Landscape Review has captured Forces' current position, as well as any costed or un-costed strategic plans, with regards to Criminal Justice business transformation and the underlying infrastructure, to capture, store and share digital evidence and the digitisation of case file preparation. Analysis of the data has been completed and the review is due to report on 11<sup>th</sup> July.
- The Digital Case File (DCF) project moved to live pilot on 23<sup>rd</sup> June in South Wales, with the cross-agency benefits strategy for the pilot supported by Home Office economists. A structured data strategy working group is being formed, which will produce a high level strategy and design for the future phases of the DCF. This work will link in with the other digital programmes to ensure there is a consistent approach to structured data throughout the policing and CJS processes.
- Work is ongoing to take the joint CJS Common Platform Programme and Digital First Electronic Direct Access to Multimedia (EDAMM) project forward into pilot in October with Cheshire and Hampshire / TVP.

Subsequent national implementation plans will be subject to the findings of the Landscape Review.

- 6.4. (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, effectively accessing and analysing as much data as is relevant and proportionate and efficiently delivering complex services in mainstream. Funding has been obtained from PIF bids and the Transformation Fund.
- 6.5. In addition to the Digital Policing Programme there are programmes underway that examine digital solutions:
  - (Objective 3.2) The PURSUE response has been developed to mitigate threat posed by online sexual exploitation (OCSE). There has been an increase in the number of IIOC investigations commences and a better understanding of threat. All forces now have staff trained in CPS system and have CAID embedded. Progress will be monitored through the PURSUE Board which meets quarterly.
  - (Objective 3.1) Forces are now using the evaluated risk assessment model and mitigation to ensure consistency in tackling online CSE.
  - (Objective 3.5) The roll out of Body Worn Video in overt operations is in progress. All forces now have APP guidance and the report is available on Polka.

## **7. WORKFORCE**

- 7.1. The draft Policing Vision 2020 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. (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.

- 7.4. (Objective 4.2) Detailed proposals for a new rank and grade structure. A workshop for the “network forces” was held on 23 June 2016. Following that meeting an update paper for Chief Constables’ Council was drafted which includes short “case studies” from GMP and Lancashire. The paper has been forwarded to the NPCC ahead of the Chief Constables’ Council meeting on 13/14 July 2016.
- 7.5. (Objective 4.3) The project to embed the Code of Ethics continues. There is on-going work with the College to build the evidence base of what works. Working in partnership with the College to benchmark the current position and develop short, medium and long term plans to embed the Code, this will include utilising technology to support and share ethical working practices. Work is being undertaken to develop the work nationally, coordinating and reviewing existing networks, training and evidence based outcomes to identify the best standard setters. The College have agreed to take the lead in the implementation of a National Ethics Committee. Regional leads are being identified nationally that will facilitate information flow between force and national level. A meeting of the regional leads will be arranged for September once all identified.
- 7.6. (Objective 4.4) The NPCC Wellbeing & Engagement working group has negotiated set-up funding from Public Health England (PHE) to establish online resources that will enable forces to conduct the initial self-assessment; access accreditation if they so wish, and create space for the spreading of good practice / resources. The ACAS Executive Board agreed to be the provider of accreditation to the police service. They will be trained to do this by PHE but will charge a fee. Forces can choose to go for accreditation or not. The WWC has been included in the PEEL assessment and HMIC have been updated on the maturity of our development towards the standards. This will be taken into account for the 2016 PEEL inspections.
- 7.7. (Objective 4.5) New misconduct regulations for the police service need to be developed in conjunction with the College and the Home Office and in light of the provisions of the Police and Crime Bill. The portfolio has recently been handed over to DCC Guildford as chair of the Professional Standards & Ethics Working Group (with representative from College of Policing, staff associations, regional Heads of PSD and key external stakeholders). An initial

meeting with the Home Office Police Integrity and Powers Unit to plan future activity was held in May 2016.

- 7.8. (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). CC Dave Thompson is refining the Terms of Reference and will be working with the NBPA and NAMP as co-partners in delivering this piece of work.
- 7.9. (Objective 4.7) The continuous professional development (CPD) work is being developed with the College. An implementation plan for senior leader CPD is being developed 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. The College of Policing will launch the Professional Development Programme at the end of September 2016.

## **8. BUSINESS ENABLERS**

- 8.1. The draft Policing Vision 2020 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.
- 8.2. (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) has been established as a national team in a lead force model, overseen by a bi-monthly Chief Constables' ESN Reference Group chaired by CC Francis Habgood. Regional Implementation Managers (at Superintendent level) are now being recruited for each Transition Group, with all planned to be in place by the end of summer 2016.
- 8.3. (Objective 5.2) Chief Constables' Council agreed a strategic approach to ICT development in October 2015, reiterated at

Council in January 2016. This comprised the following elements: clear governance structure in the form of Strategic and Tactical Operational Requirements Boards (ORBs) and National Police Technology Council (NPTC), all feeding in to Chief Constables' Council and to the Police ICT Company; an agreed approach to common standards for ICT; an agreed 'Technical Decision Making Model', based on the NDM / JDM to assist with prioritisation and investment and that work would continue on a 'stage gate' processes for national prioritisation. At Council in July 2016, Chief Constables will be asked to approve the merging of Strategic ORB with the Information Management Coordination Committee. This new meeting will ensure oversight of all 'business as usual' ICT development work on behalf of Chiefs, with Tactical ORB and NPTC reporting in. Ian Dyson will also be a member of the Police ICT Company Board. The NPCC Chair and the co-chair of the Police Technology Council also sit on the Company Board.

- 8.4. The Finance Coordination Committee are working on programmes relating to national procurement, shared services and the funding formula review:
- 8.5. (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 put forward initially for the Police Innovation Fund and subsequently Transformation Fund monies to address this. Assuming success, a relaunched project plan will be put forward in September. This will then provide support for objective 5.7 providing direction on shared services and facilities. Whilst good progress is being made given lack of investment; next stages must include robust project management to drive and realise benefits.
- 8.6. (Objective 5.6) With Association of Police and Crime Commissioners and the Police and Crime Commissioners Treasurers' Society, there is an objective to actively assist the Home Office to ensure the robustness of the process for determining the police funding formula and assess its impact. However, there has been little development since the Government announced that it was abandoning the implementation of formula changes for 2016/17. Uncertainty continues whether the Government will wish to implement changes to the formula in this Parliament or not. At this stage the NPCC can only keep a watching brief.

## **9. CONCLUSION AND DECISION**

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

**Chief Constable Sara Thornton**

**Chair NPCC**