



**Professional Committee**

**10 December 2019**

**Broadway House Conference Centre – Council Chamber room**

**Tothill St, London, SW1H 9NQ**

**Committee Meeting 11:00 – 14:00**

<b>Committee Members</b>	
Mike Cunningham	College CEO (Chair)
Giles York	Professional Development & Integrity Community Chair
Andy Rhodes	Organisational Development and International Chair/CPOSA
[REDACTED]	Police Federation of England and Wales
[REDACTED]	Police Federation of England and Wales
[REDACTED]	Police Federation of England and Wales
Dave Bamber	Police Federation of England and Wales
David Pedrick-Friend	Association of Special Constabulary Chief Officers
Ian Wylie	Police Superintendents' Association
Alan Pughsley	NPCC
James Vaughan	NPCC
Stephen Mold	Northamptonshire Police and Crime Commissioner
Debbi Potter	Unison

<b>Non-Voting Members</b>	
Dan O'Mahoney	NCA
Andrew Tremayne	APCC
Helen Ball	Metropolitan Police
Val Harris	Metropolitan Police Trade Union Side

<b>To present items</b>	
Ray Clare	Head of Workforce Development and Progression, Workforce Development
Jo Noakes	Director of Workforce Development
Martin Hewitt	Chair of the NPCC

Richard Bennett	Uniformed Policing Faculty Lead
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Staff members in attendance	
Rachel Tuffin	Director of Knowledge Research&Education
Sharon Harrison	Staff Officer to Mike Cunningham
Phil Knox	PSNI
Janette McCormick	Director of Policing Standards
Bernie O'Reilly	Director of Organisational Delivery and Change
David Tucker	Crime & Criminal Justice Faculty Lead
Nerys Thomas	Knowledge, Research and Practice Lead
Helen Elderfield	Head of Corporate Governance
Jayshree Vekria	Portfolio & Programme Officer

Invited Observers	
	Staff Officer to Alan Pughsley

Apologies	

No.	Title	Lead at meeting	Status	Timing
1.	<b>Minutes and Actions of the Previous Meeting</b> <ul style="list-style-type: none"> <li><i>The previous meeting took place on 3<sup>rd</sup> September 2019</i></li> </ul>	Mike Cunningham	Paper	11:00 – 11:10 (10 mins)
2.	<b>Fast Track Inspector to Superintendent Programme</b>	Ray Clare	Paper	11:10 – 11:25 (15 mins)
3.	<b>Day One recruit assessment centre update</b>	Jo Noakes	Paper	11.25 – 11.40 (15 mins)
4.	<b>Advanced Practitioner update</b>	Ray Clare	Paper	11:40 – 11:55 (15 mins)
Lunch				12:00 – 12:40

				(40 mins)
5.	<b>Update on the Barred and Advisory list review process</b>	Richard Bennett	Verbal	12.40 – 12.50 (10 mins)
6.	<b>The Future of The Professional Committee</b>	Mike Cunningham	Verbal	12.50 – 13.05 (15 mins)
7.	<b><u>To Note:</u></b> <b>a) College Business Update</b> <b>b) Chief Constables' Council Update</b>	Mike Cunningham Martin Hewitt	Paper Paper	13:05 – 13:10 (5 mins)
8.	<b>Any Other Business</b>	All	Verbal	13:10 – 13:15 (5mins)
<b>2020 Committee meeting dates:</b> 3 <sup>rd</sup> March 2020, Location – TBC 23 <sup>rd</sup> June 2020, Location – TBC 8 <sup>th</sup> September 2020, Location – TBC 8 <sup>th</sup> December 2020, Location – TBC				



Official

**Title of Meeting:** Professional Committee  
**Date:** 3<sup>rd</sup> September 2019  
**Time:** 11:00 – 14:00  
**Venue:** Broadway House Conference Centre, Tothill St, London, SW1H 9NQ.

Attending Members	Organisation
Mike Cunningham (MC)	Chief Executive (Chair)
Giles York (GY)	Professional Development & Integrity Community Chair
Mike Brown (MB) & John Partington (JP)	Police Federation of England and Wales
Martin Hewitt (MH), Matt Jukes (MJ) & Simon Cole (SC)	National Police Chiefs' Council
Ian Wylie (IW)	Police Superintendents' Association
Ian Miller (IM)	ASCO
Helen Ball (HB)	Metropolitan Police
Andrew Tremayne (AT)	APCC
Phillip Knox (PK)	PSNI
Val Harris (VH)	Metropolitan Police Trade Unions
<b>Apologies:</b> Hayley Aley, Dave Bamber, Debbi Potter, Dan O'Mahoney, Alex Duncan, Stephen Mold, Andy Rhodes, Jo Noakes	
<b>Other Attendees:</b>	
<b>College:</b> Paula Light, Richard Bennett, David Tucker, Rachel Tuffin, Sharon Harrison, Bernie O'Reilly, Helen Elderfield, Jayshree Vekria, Suzanne Caddell, Giselle Cuffe, Sarah Colover,	

## Item 1: Minutes and actions of the previous meeting (Chair)

- 1.1 The minutes and actions from 12<sup>th</sup> February 2019 & 13<sup>th</sup> June 2019 meeting were: **reviewed and agreed.**

**ACTION:** MC to contact Richard Debicki from the NPCC to ensure the paper on the fall in numbers of Special Constables drafted by ASCCO is reviewed jointly and presented to the Committee at the December meeting.

## Item 2: College response to the recommendations of the Grainger Inquiry (Richard Bennett)

- 2.1 The Committee was updated on the College's plan to address the recommendations from the Public Inquiry report on the death of Anthony Grainger that had direct implications for the College.
- 2.2 RB stated that of the nine recommendations published four have direct implication for the College. The College is confident that the recommendation relating to the new Code of Practice for Armed Policing and Use of Less Lethal Weapons, has been met. The College is also confident that the guidance and training relating to the use of Mobile Armed Support to Surveillance (MASTS) has been enhanced and now meets recommendation 6. However, further work is planned to address some operational and tactical observations in the report.
- 2.3 The NPCC requested that the College ensure the management of any CT related intelligence is also included in the review as a part of recommendation 5 which relates to the collection, analysis and dissemination of intelligence in planned armed deployments.



- 2.4 The Metropolitan Police suggested that the College should ensure that the minutes and papers relating to the inquiry are written in a sensitive manner considering the feelings of the family concerned.
- 2.5 It was explained that the work to address the recommendations is in addition to existing College commitments and a prioritisation exercise would need to be undertaken. The Chair confirmed that the prioritisation of this work will be discussed with the College Director of Knowledge and Innovation.
- 2.6 The Committee discussed the wider context of officer safety, on which the NPCC advised they were conducting a review which does not include firearms but does focus on how officers are trained, equipped, deployed and how assault investigations are progressed through the Criminal Justice Service. The Professional Committee will be provided with an update on the officer safety review at the next committee meeting.

**DECISION:** The Committee noted the College's plan to address those recommendations arising from the Public Inquiry's report on the death of Anthony Grainger that have direct implications for the work of the College.

**ACTION:** The NPCC will provide an update on the review of Officer Safety at the next Professional Committee meeting.

### Item 3: Barred and Advisory list review process (Richard Bennett)

- 3.1 The Committee was asked to note and agree the process for reviewing entries on the Barred List and Advisory List which will be supplemented by supporting guidance, templates and advice for forces and applicants. The draft process had been discussed at the NPCC PSD working group, subject to a table top exercise, agreed by the Home Office and College legal services, and was shared with the Police Federation and Superintendents Association prior to it being circulated to the Professional Committee.
- 3.2 The Federation asked the College to ensure that the draft process is considered by the PABEW and submitted to the PABEW discipline sub-board on 10<sup>th</sup> October 19.
- 3.3 There was general agreement from Committee members that the paper needed to be clearer that the process was based on the applicant demonstrating that they were suitable to be employed or otherwise appointed within policing.
- 3.4 Members also agreed that the process needed to highlight that the pre-employment check would not be a full vetting exercise, but instead its purpose would be to check if there were any recent convictions or other matters that would prevent the applicant from being suitable for employment within policing. RB confirmed that vetting would only take place if the applicant was removed from the Barred List and wished to make a new application for a specific position within policing.
- 3.5 The Chair confirmed that he was keen for the review process of Barred and Advisory Lists to be finalised at pace to enable the College to advise potential applicants on the correct process to be followed



**DECISION:** The Committee noted and agreed the process for reviewing entries on the Barred and Advisory list.

**ACTION:** The Professional Committee will be provided with a progress update on the publication of the Barred and Advisory Lists at the next meeting.

#### **Item 4: Fast Track & Direct Entry (Paula Light)**

- 4.1 The Committee was updated on the Fast Track Direct Entry evaluation reports that were due to be published to Parliament in November 2019. PL informed the Committee that in addition to the evaluation reports, the College would be producing an options paper which will consider costs, financial analysis and return on investment, learning from the implementation and marketing of the schemes
- 4.2 The Committee was informed that the final sign off prior to publication by the College Executive and noted by the College Board. The Committee registered concern at this approach and requested that they be sighted on the final report and options paper ahead of wider distribution to stakeholders. In light of the concerns raised PL confirmed that efforts would be made to review the governance process to accommodate the request.
- 4.3 Members also felt that there was a lack of engagement with the NPCC and the Workforce Coordination Committee in relation to the content of the options paper and suggested that these links should be established and further discussed. The Committee suggested that this should be discussed with DCC Louisa Rolfe the new chair of the FTDE Professional reference group with a view to it being tabled at the next PRG meeting taking place on 8<sup>th</sup> October 19.

**DECISION:** The Committee noted the governance process for the evaluations for the Fast Track and Direct Entry scheme ahead of its submission to Parliament.

**ACTION:** PL to seek the views of the College Executive for a decisions on wider stakeholder distribution ahead of Parliamentary submission

#### **Item 5: Direct Entry Diversity update (Paula Light)**

- 5.1 The Committee was updated on the actions taken to improve the attraction and recruitment of diverse candidates into the Direct Entry programmes 2019. Following the results of the Direct Entry selection process in 2018 a number of recommendations were put in place prior to the opening of the new recruitment window in 2019. The results show that there had been a marked increase in the number of diverse and BAME applicants received which then followed throughout the sift process but further work needs to be done to enhance the successful numbers.
- 5.2 The committee was asked not only to note the update but also asked for suggestions on further ways to increase the numbers at this crucial time of recruitment uplift.



- 5.3 Members welcomed the efforts made to increase the number of BAME candidates to the programme and suggested that further work still needed to be undertaken with the initial attraction of candidates. GY acknowledged that investment was being made but questioned if forces are really making this a priority. He further went on to suggest that forces should consider investing in individuals who can drive this initiative and fully apply the diversity tool kit, which guides and supports forces to attract a diverse range of candidates.
- 5.4 The Committee also discussed whether policing should consider the socio-economic backgrounds of individuals meaning the thresholds would be measured accordingly to ensure that not all candidates are judged in the same way. The Metropolitan Police felt that some positive action could be taken with candidates who proved were unsuccessful at the National Assessment Centre and could be considered for other roles in policing.
- 5.5 The Police Superintendents Association felt that the starting salaries for this scheme could be proving a potential block. Members agreed that there was a need for a more coherent offer to attract more diverse and BAME candidates, not only to the DE programmes but within policing nationally.

**DECISION:** The Committee noted the progress on work undertaken to widen the diversity of candidates to the Direct Entry Programme in 2019.

**Item 6: HMICFRS & HMCPSI report on the police and CPS response to crimes against the elderly (David Tucker)**

- 6.1 Committee members were asked to note the College's response to the recommendations from the joint inspection report on the Police and CPS response to crimes against older people published by HMICFRS and HMCPSI in July 2019.
- 6.2 The Committee were informed that the review borders into other areas of adult safeguarding, focusing on the way in which victims and witness are supported through the criminal justice process. The review also highlighted that safeguarding had become an issue and is currently not been given the same level of priority as child safeguarding.
- 6.3 DT highlighted that a recommendation from the review suggests that there should be an age related category for vulnerability. Both the College and the expert reference group view is that the issue is in relation to vulnerability and not age, although this would not be a recommendation directly for the College it would impact the work of the College.
- 6.4 The NPCC acknowledged that the review raises a number of challenging recommendations that are currently un-costed and poses a lack of understanding of the potential implications faced.

**DECISION:** The Committee noted the College's response to the recommendations arising from the joint inspection report on the Police and CPS response to crimes against older people published by HMICFRS and HMCPSI in July 2019.





## **Item 7: Hate Crime Update (David Tucker)**

- 7.1 The Committee was provided with an update on Counsel's advice and the proposed College response to the judicial review pre-action against both Humberside Police and the College. The HMICFRS had commissioned the College to carry out a review of the current hate crime guidance which had been ongoing over the past year. In light of the Judicial review the hate crime guidance would also focus on recording non crime hate incidents.
- 7.2 The Committee were informed that the original date of public consultation for the hate crime guidance had been pushed back in light of the judicial review but that it was intended to present a revised copy of the guidance to demonstrate that action had been taken to address the challenge currently faced.

**DECISION:** The Committee noted both the Counsel's advice and the proposed College response in relation to the Judicial Review Pre-action against both Humberside Police and the College.

## **Item 8a: College Business update (Mike Cunningham)**

- 8.1 The Committee noted the College business update.

## **Item 8b: Chief Constables' Council Update (Martin Hewitt)**

- 8.2 MH updated the Committee on the October Chief Constables' Council meeting and stated that planning for the two day session was underway.

## **Item 9: AOB**

- 9.1 IM informed the Committee of a joint working relationship that had been established between the Association of Special Constabulary Chiefs Officers (ASCCO) and the Police Federation. ASCCO are responsible for managing police, strategy, standards and terms of conditions, the Police Federation will now support ASCCO in the delivery and support for discipline and performance.
- 9.2 The Chair updated the Committee on the current Judicial Review faced by the College against the entry routes into policing by Lincolnshire police. The review is in its early stages and the College is currently seeking legal advice. The Chair added that he felt it was necessary to bring this to the attention of the Committee as it is a fundamental challenge to the governance and decision making process of the College, of which the Professional Committee is part. The Chair concluded by stating that efforts will be made to negotiate with Lincolnshire and the Committee will be provided with an update at the next meeting.





\*\*\*\*MEETING CLOSED\*\*\*\*

## Professional Committee: Action Log

### ACTIONS: 3<sup>rd</sup> SEPTEMBER MEETING

NO	ITEM	ACTION	LEAD		COMMENT
1.	Minutes and Actions	MC to contact Richard Debicki from the NPCC to ensure the paper on the fall in numbers of Special Constables drafted by ASCCO is reviewed jointly and presented to the Committee at the December meeting.	Mike Cunningham		
2	Grainger Inquiry	The NPCC will provide an update on the review of Officer Safety at the next Professional Committee meeting.	Martin Hewitt		
3	Barred and Advisory list	The Professional Committee will be provided with a progress update on the publication of the Barred and Advisory list at the next meeting.	Richard Bennett		
4	Fast Track & Direct Entry	PL to seek the views of the College Executive for a decisions on wider Stakeholder distribution ahead of Parliamentary submission	Paula Light		



**Name of meeting:** Professional Committee

**Date of meeting:** 10<sup>th</sup> December 2019

**Item lead at meeting:** Ray Clare

**Agenda item number:** 2

**Title of paper:** **Fast Track Inspector to Superintendent Programme**

## 1. Issue

- 1.1. Preliminary interest has been expressed by the service and the Home Office in the potential development by the College of Policing of a new Fast Track Inspector to Superintendent (FTIS) programme. The College intends to initiate a consultative process with stakeholders to understand better the needs of the service in terms of any development and implementation of such a programme.

## 2. Recommendation

- 2.1. Professional Committee is asked to:
  - a) **Note** the intention of the College to consult with policing stakeholders regarding the proposed introduction of a new FTIS programme
  - b) Provide advice on the professional context and key areas for consideration that should form the basis of the consultative process.

## 3. Summary

- 3.1. There is currently no national promotion process or accelerated development programme for inspectors aspiring to reach chief officer ranks. 20 forces have expressed an interest in the development of such a pathway.
- 3.2. Overall police officer numbers have fallen by 14% since 2010, with a reduction of 13% at the rank of superintendent. With the government's commitment to increasing police numbers by 20k over the next 3 years as part of the Policing Uplift Programme, ensuring effective leadership and management will be crucial
- 3.3. The existing Fast Track Constable to Inspector (FTCI) programme has attracted a higher proportion of women and BAME representation than the Inspector rank. A fast-track programme from Inspector to Superintendent has similar potential to increase representation at senior ranks from under-represented groups.
- 3.4. The College intends to engage formally with the service and key policing stakeholders to gauge the necessity for, and benefits of, such a programme. This consultation will also be informed by the outcomes of the FTDE evaluation, which will be laid before parliament in due course.

#### **4. Background Information and current professional landscape**

- 4.1. In 2014 the College launched the Direct Entry Superintendent (DES) programme (bringing external candidates in at the rank of superintendent), and also the Fast Track External (FTE) programme (aimed at advancing candidates to the rank of inspector within three years).
- 4.2. The FTE programme was effectively replaced when the Direct Entry Inspector (DEI) programme launched in 2016, bringing external candidates in at the rank of inspector.
- 4.3. Currently the only national programme aimed at progressing talented officers internally through the ranks is the Fast Track Internal (FTI) programme (launched in 2015). Fast Track is designed as a development programme and promotion mechanism to enable those with strong leadership potential to advance to the rank of inspector within two years. However, there is no formal career pathway for those completing this programme.
- 4.4. Alongside the direct entry routes and the FTI programme sits the National Police Promotion Framework (NPPF) for police officers seeking promotion to the rank of sergeant or inspector.
- 4.5. The Aspire programme aims to provide tools, skills, knowledge and confidence to aspiring future leaders who are currently under-represented within the service. This programme is open to chief inspectors, superintendents and police staff equivalent level or above.
- 4.6. There is no national promotion process or accelerated development programme for inspectors aspiring to reach chief officer ranks. The proposed Fast Track Inspector to Superintendent (FTIS) programme could provide such a pathway.

#### **5. National drivers**

- 5.1. Overall police officer numbers have fallen by 14% since 2010 and this is borne out at superintendent rank with a reduction of 13%. The proposed FTIS programme could provide support to the service and the 20k uplift by identifying and accelerating the most talented officers to the rank of superintendent.
- 5.2. The Chief Officer survey research highlighted concern that there will not be enough qualified chief officers to fulfil future demand and that the talent pool is not diverse enough. This was echoed in the HMICFRS's Leading Lights report published in August 2019, which looked at the service's arrangements for the selection and development of chief officers.
- 5.3. A new FTIS programme could support individuals' continuing professional development and provide a diverse cadre of officers with the skills and experience to progress to the Senior Police National Assessment Centre (SPNAC).
- 5.4. Introduction of a new FTIS programme would support achievement of Policing Vision 2025 by helping to develop and retain a workforce of confident professionals, providing a clear career pathway for those aspiring to senior ranks. 20 forces have expressed an interest in the development of a new FTIS programme to develop officers from inspector to superintendent rank.

#### **6. Consultation process**

- 6.1. Consultation on the potential development of this programme will be led by the College, informed by the FTDE evaluation and guided by the service. A paper was submitted to the Workforce Coordination Committee (WCC) on November 28 to commence the preliminary stages of this process, and the parameters of the formal consultation will be subject to approval by the College Board in Jan 2019.

- 6.2. Consultation will involve the College Board, Workforce Co-ordination Committee, Professional Committee, the Police Advisory Board and the Police Consultative Forum. The College will consult with forces, the Superintendents' Association, the Federation and the Home Office. WCC will be updated on progress at their meeting in March, and the outcome of the consultation and any proposals arising from it will be presented to the National Police Chiefs' Council in April 2020.

## 7. Areas for consultation

- 7.1. A consultation paper is in development, outlining potential options for the scoping of a FTIS programme. The consultative process will explore these options and any programme development will be guided by the service as to the ultimate scope, format and delivery model.
- 7.2. Overall programme aims will include the following:
- Provide a clear accelerated career pathway that identifies, attracts and develops talented officers aspiring to the most senior ranks in policing
  - Increase female and BAME representation at the rank of superintendent
  - Create a diverse cadre of officers with the skills and experience to progress to the Senior Police National Assessment Centre (SPNAC).
- 7.3. Options will be put forward for each key aspect of programme development. This will cover at least the following:
- *Target audience*  
Eligibility to participate, with options for inclusion of qualified sergeants, substantive inspectors and chief inspector
  - *Application and appointment*  
National versus local processes; the requirement or otherwise of a national assessment centre
  - *Status upon candidates upon appointment and programme completion*  
Temporary/substantive promotion; professional rank upon programme completion
  - *Programme structure, duration and frequency of delivery*  
Flexible delivery will be at the forefront of any programme development
  - *Indicative Programme content*  
Relevance of existing content in DES programme; potential for other content
  - *Programme assessment*  
Assessment processes, including the viability and benefits of any academic accreditation
  - *Infrastructure and costs*  
This will be dependent upon the outcomes of consultation on the key issues influencing programme development and delivery

**Author name:** [REDACTED]

**Author job title:** Project manager, Fast Track and Direct Entry Programme

**Author email:** [REDACTED]

**Sponsor:** Ray Clare



**Name of meeting:** Professional Committee

**Date of meeting:** 10 December 2019

**Item lead at meeting:** Jo Noakes

**Agenda item number:** 3

**Title of paper:** Implementation of Day One

## 1. Issue

- 1.1. This paper will provide a summary of the evaluation of Day One and plans for implementation as the new national assessment centre to replace SEARCH.

## 2. Recommendation

- 2.1. Professional Committee is asked to:
- a) **Note** the progress to date and support the College's planned implementation and rollout.

## 3. Summary

- 3.1. Day One was developed in response to a request from the NPCC's Workforce Co-ordination Committee in 2016 to review initial police recruitment. This resulted in a request to develop a new assessment centre to replace the outdated SEARCH. It was recommended that the assessment centre should be more warm and friendly towards candidates, be underpinned by the competency and values framework, reflect the role of a police constable, be designed using the latest best practice diversity standards and use state-of-the art technology to enhance the candidate experience and create efficiencies for forces.
- 3.2. Following a 12-month pilot and evaluation in the MPS, the College Executive (August 2019) agreed that Day One assessment centre should be rolled out nationally as the standard assessment centre to select police constables. Day One is seen to meet the needs of the Service as established in the review, providing a better candidate experience and better reflecting the role of a constable.
- 3.3. The College has developed implementation plans, taking account of the uplift, beginning with delivery by the College of Policing on behalf of forces in the summer of 2020. This will be rolled out to force-delivered assessment centres in the remainder of 2020 and 2021. The approach received support from the Police Uplift Programme Board in October, and the College is now progressing with development of the supporting technology, final refinements to the components and assessing model, and developing comprehensive implementation support materials.
- 3.4. The initial evaluation showed that, in the main, impact on diversity is good but there remains a disparity between pass rates for white and some BAME groups. The College will continue to monitor this. It is expected that the identified disparity will be reduced or eliminated when forces are incorporating effective attraction, sifting and positive

action into their recruitment processes, and the College is providing guidance for forces on these areas. Day One has been designed to minimise subgroup differences.

- 3.5. The implementation of Day One in-force assessment centres will be fully supported by the College, and there will be a reduction in College fees for force assessment centres. Uplift funding will support the force level investment required.

#### 4. **Supporting Information / Consideration**

- 4.1. The Day One assessment centre has been designed through collaboration between the College of Policing and the Metropolitan Police Service (MPS). The evaluation, led by the College, set out to ensure that the new assessment centre met at least the standards of SEARCH in terms of fairness, reliability, validity and legal defensibility, as well as ensuring that the technology-enabled delivery mechanism was fit for purpose.
- 4.2. The Pilot has taken place with over 12,000 candidates at MPS. Thames Valley Police are currently piloting a low-technology version. Throughout the evaluation improvements have been made to the assessment centre to address identified issues.
- 4.3. Overall the assessment centre performs well, although there are small changes that can be made to improve the performance of some exercises. These changes can be made as part of the ongoing monitoring and development of the process, which will be continually reviewed and improved in the same way as all College assessment processes, in line with industry standards and best practice. For gender, age and disability there are no significant differences in assessment centre performance between groups.
- 4.4. There remains a difference in pass rates between White and BAME candidates (with BAME candidates performing worse) which on further investigation is mostly explained by whether or not the candidates have English as a first language. The level of English required at the assessment centre is no higher than Functional Skills Level 2 which is appropriate for police recruitment. Some minority ethnic groups perform as well as or better than the White group (Chinese, Mixed groups) but Black candidates and to a lesser extent Asian candidates perform less well. The MPS did not apply any pre-selection sift during the period of pilot and evaluation so all candidates were forwarded to the assessment centre – as a significant number did not have functional skills in English this is likely to have impacted on the BAME outcomes.4.5. The evidence suggests that that these differentials are unlikely to be the result of flaws or errors in the assessment centre, particularly as the same pattern of results is seen at SEARCH, and is reflected in academic literature on ethnic subgroup differences. The most effective means of tackling the differential therefore is via an effective attraction strategy and investment in positive action initiatives.
- 4.5. The evidence suggests that the performance gap between some BAME groups and the white group at Day One will be smaller for forces who implement effective pre-selection or sifting of candidates. The College is providing guidance and support to forces on sifting methods and the uplift Recruitment work-stream has proposed that in the medium term an appropriate national sift mechanism should be made available for forces to use.
- 4.6. The College will continue to review assessment centre data and highlight any outcomes that suggest the College or forces could do anything to address observed disproportionality, however it is apparent that the assessment centres alone will not reduce the disproportionality in outcomes.



## 5. Technology Development and Costs

- 5.1. The proof of concept used for the pilot has shown that the technology is fundamental to an improved candidate experience. Day One candidates were more likely to say they would recommend the assessment centre to a friend than SEARCH candidates (85% of Day One candidates vs 79% of SEARCH candidates), and this effect was more pronounced for BAME candidates (64% of BAME Day One candidates vs 39% of BAME SEARCH candidates).
- 5.2. The technology solution developed by the MPS for the pilot was not designed for national roll-out and the evaluation shows that it would not be practicable due to the device-specific nature of the app.
- 5.3. The College has undertaken discovery work on the technology solution. This will involve a secure cloud hosted application that candidates and assessors can access from any suitable device (tablet/laptop pc). This will enable updates to the system to be made centrally and will only require a Wi-Fi or LAN internet connection to work.
- 5.4. Initial plans for roll out of Day One have been brought forward to enable the College to support the Uplift with a new, more modern assessment centre which reflects the role of constables in 2020 and beyond, includes the Competency and Values Framework and which reflects well on the police service as an employer. Bringing forward the roll out will also ensure we get to a consistent national assessment centre sooner. In the last 12 months to September 2019, 38% of all candidates are going through the Day One assessment centre, the remaining 62% SEARCH.

## 6. Costs

- 6.1. The College is implementing a new system to administer assessment centres (AIMS). The College will use the same supplier to develop the Day One delivery technology. Developing the systems alongside each other brings efficiencies as the systems will need to be compatible. The Day One technology delivery has been brought forward to support the earlier roll-out and is funded in-year via the uplift fund.
- 6.2. In addition to the technology costs there will be a need to recruit additional assessors for the Uplift, and to upskill assessors to Day One. The College has initiated a contract for the attraction and recruitment of 310 new assessors by May 2020, the campaign will specifically seek to attract a diverse group of assessors.
- 6.3. In order to support the uplift, the College will be maintaining or reducing current SEARCH pricing for all assessment centres including Day One when implemented. College delivered assessment centres will remain at £130.00 per candidate, and the fee for administering force assessment centres will reduce to £19.09 (from £34.50) per candidate, as the AIMS/Day One technology will reduce the administration burden.
- 6.4. The technology enabled nature of Day One means that investment is required in the technology required to deliver it. This will vary according to forces existing facilities and access to devices, however the College will work closely with forces to identify the requirement as early as possible.
- 6.5. A summary of the force and national/College costs is provided in Annex A.

## 7. Implementation

- 7.1. The College will support forces in implementation of Day One. The implementation plan is at Appendix 2. Support will be provided from an initial implementation meeting all the way to attending the first assessment centre. Monthly meetings will be put in place to support the transference of knowledge and help forces to meet key milestones (e.g. procurement of tech. kit and booking appropriate accommodation).

- 7.2. With the support of forces the roll out could be completed over 7 months: July 2020 – February 2021. This assumes all 17 assessment centre sites are delivering Day One, including the College, with implementation staggered to facilitate College support at the testing and delivery stages. Appendix 2 provides more detail regarding implementation plan, requirements of the force and College. This includes monthly check in meetings over the 6-month implementation period.
- 7.3. Given that approximately 40% of all candidates are already going through Day One it is considered this is achievable and an acceptable period for two different assessment centres being delivered nationally.
- 7.4. The final version of Day One will have 6 exercises, so the accommodation ‘footprint’ for Day One will be smaller than for SEARCH. Forces have been asked to indicate readiness in terms of accommodation requirements and availability of Wi-Fi/LAN. Force responses indicate that whilst a small number of forces could implement Day One quickly/easily, other centres may require different accommodation and/or Wi-Fi/LAN. The College will work with forces to identify the best solutions on a case by case basis.

## 8. Risks and mitigations

- 8.1. The College will continue to monitor the diversity outcomes of Day One and identify any actions that can be taken either by the College or forces to improve the process and/or support the uplift aims. The College is providing guidance to improve preselection activity in support of enhancing diversity outcomes and making best use of resources. The quality of delivery of the assessment centres will also be monitored and actions for improvement fed into forces.
- 8.2. Plans have been developed on best-case timescales, but it is recognised stakeholder engagement will be required and timelines may be impacted. There is a risk to running the current dual process of SEARCH and Day One. The College implementation team will support forces on a case by case basis.

## 9. Next Steps

- 9.1. The transition to Day One has received support from the Uplift Programme Board and will be discussed at the Workforce Coordination Committee on 28 November 2019.
- 9.2. Chief Constables Council will be asked to continue to support the direction of travel at the next meeting in January.

Name of Director:	Jo Noakes
Date of Director Sign off:	20 November 2019
Author name:	[REDACTED]
Author job title:	[REDACTED]
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Lead at Committee	Jo Noakes

## Annex A:

**Summary of costs for implementation of Day One and assessor recruitment and training (SEARCH and/or Day One)**

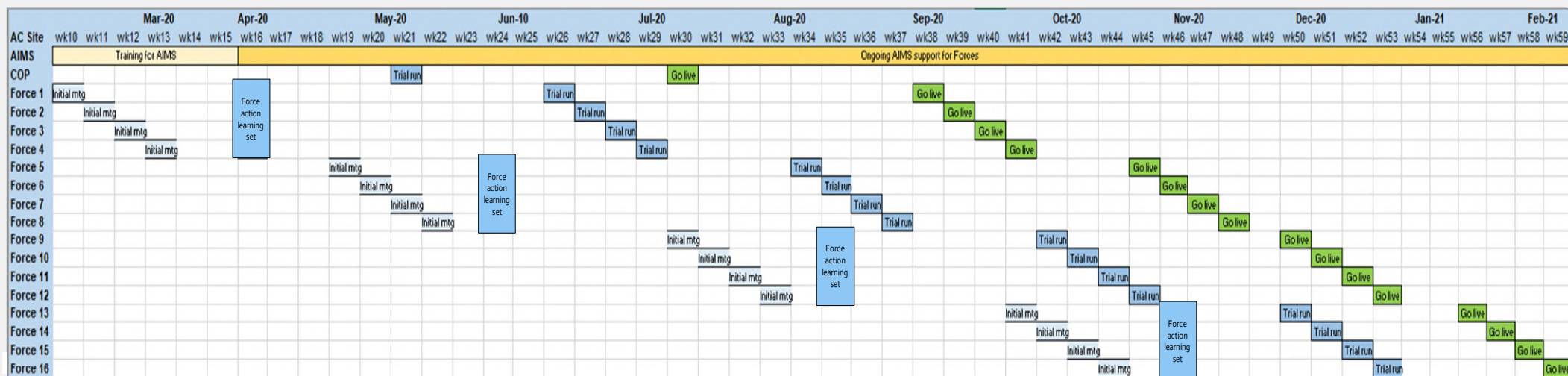
<b>Force/regional costs for Day One</b>		<b>Funding</b>
Assessment Centre set up and tech kits (inc network)	£37, 000	Assumed absorbed from Uplift Programme Team in year submission
Force delivery cost per candidate	£19.09	Assumed absorbed from Uplift Programme Team in year submission
College delivery cost per candidate	£130	Assumed absorbed from Uplift Programme Team in year submission
Local Force assessor Day 1 training	£660 – £960 per person	Assumed absorbed from Uplift Programme Team in year submission
<b>National / College costs</b>		
Expanded AIMS Technology to cater for Uplift	£638,000	College in-year submission
Enhanced Tech Support (AIMS and Day One) to support existing and expanded development	£100,472	College in- year submission
Develop Day One technology	£562,000	College in-year submission
Day 1 implementation (staffing)	£90, 000	College in-year submission
Assessor recruitment (outsourced contract)	£185, 238	College in-year submission
Vetting for additional assessors per candidate**	£43,000	No funding request made – indication it can be provided by Uplift Programme Team in year submission
Assessor Training (SEARCH) for 310	£86,400 – £192,000	College in year submission
Assessor Conversion (Day One) for 500	£152,600 - £300,000	20/21 cost
Additional training costs if necessary to pay assessors*	£380,000	No funding request made

\*this is an additional cost if it is not possible to recruit significant numbers of assessors without paying them to train.

\*\* this is an additional cost if it is not possible to recruit significant numbers of assessors without paying for vetting.



## Day One Force Implementation Timeline



### Example Force



Forces to register candidates up to 48 hours before the assessment centre.  
Candidates to be registered using a standard set of biodata.

6 months prior to AC	5 months prior to AC	14 wks prior to AC	12 wks prior to AC	10 wks prior to AC	6 wks prior to AC	5 wks prior to AC	2 wks prior to AC	Go LIVE	Results
Initial meeting with College to share implementation requirements (including technical spec, estates spec and staff requirements)	Training local assessors and facilitators to supplement national assessor bank  College to supply associate tutor where local delivery is required  Force to supply venue, pay associate expenses and supply 12 delegates for course.  Follow-up meeting with College	Confirmation of procurement of tech kit  Confirmation of appropriate accommodation to deliver Day One (including confirming that site has either wi-fi or LAN network connectivity)  College and force to have follow-up meeting.	Provide assessment centre in a box (access to materials will be via a secure digital method)	Briefing (ahead of first assessment centre delivery) regarding QA model and management of the assessment centre. (Book in ACT roles to deliver AC)  Delivery of a trial run of assessment centre (to check that tech and venue are appropriate to support a successful delivery)  College and force follow-up meeting.	Book assessment centre using the AIM system.  Force to confirm booking of assessment centre.	Process reasonable adjustment candidates.	Issue ACT with joining instructions  Issue candidate with candidate information (could be issued up to 48 hours before assessment centre).	Force to QA assessment centre process (with support from the College).  Follow QA model during live assessment centre (All incident logs are moderated and approved at the end of each day).	The use of the AIM system will enable faster release of results. Proposed release of results to be 3 working days after assessment centre  AIM system will provide results lists and candidate results reports.  College to QA Force process.



**Name of meeting:** Professional Committee

**Date of meeting:** 10<sup>th</sup> December 2019

**Item lead at meeting:** Ray Clare

**Agenda item number:** 4

**Title of paper:** **Advanced Practitioner scheme for policing -  
Consultation summary of findings**

## **1. Issue**

- 1.1. Professional Committee is presented with the findings of the Advanced Practitioner (AP) Consultation Report and the decision of the College not to proceed with a national implementation of the scheme at this time.

## **2. Recommendation**

- 2.1. The Professional Committee is asked to:
  - a) Review the AP report (see Annex A) and the principal outcomes, and acknowledge the College's decision not to proceed with national implementations at this time and that support will be offered to forces that elect to develop this further locally.

## **3. Summary**

- 3.1. On 23 April 2019 the College of Policing launched an eight-week consultation to seek views on proposals for introducing the AP scheme at the rank of police constable.
- 3.2. In total the consultation received 37 responses. The summary of findings report (see Annex A) includes the key themes from the feedback and an overview of the responses received for each of the consultation questions.
- 3.3. In recognition of the complex feedback from the consultation exercise and, in particular, the clear steer from the service that development of an Advanced Practitioner scheme should not be identified as a current high priority for the service, the College will not be proceeding with a national roll out of the AP scheme at this time.
- 3.4. The College recognises that both the AP pilot and consultation reaffirmed the potential for a scheme to recognise enhanced knowledge, skills and expertise gained in service. Also, the consultation found strong support for the principle of in-rank (constable) career progression, although there are significant considerations to be taken into account in any implementation.
- 3.5. The consultation paper and summary report provide a framework for any force that would want to move forward to develop an advanced practitioner scheme on a local, elective basis. The College will therefore provide support and advice, as appropriate, to any force undertaking work in this area of professional development.



- 3.6. The College will continue to develop national professional development initiatives relevant to the evolving work of the NPCC's National Reward Team in their development of a pay and reward framework.

#### 4. Background Information

- 4.1. The table below provides a breakdown of the 37 consultation responses received by respondent group.

Home Office Forces	28
Non-Home Office Forces	3
Police and Crime Commissioners	3
Staff Associations	2
Other	1
Total number of responses	37

- 4.2. The key feedback themes regarding proposals for the introduction of the AP scheme at the rank of police constable, as discussed in more detail in the report, included:
- Support for the principle of in-rank (constable) career progression, though introduction of AP scheme not seen as a service priority
  - Clarification required relating to the NPCC Pay and Reward Framework
  - Timing and join-up with other key initiatives, especially PEQF PC entry routes
  - Equality, diversity and fairness considerations associated with implementation of the scheme
  - Difference between Established Constable and Advanced Practitioner
  - Limitations of the feedback obtained from the AP pilot
  - Potential impact of introduction of the scheme on morale and motivation
  - Force capacity issues.
- 4.3. Although introduction of the AP scheme was not seen as a priority, a majority of respondents agreed in principle with the following proposed elements of the scheme (see page 13 of summary of findings report):
- Introduction of a national AP scheme for policing (73%)
  - Proposal that the AP scheme should be voluntary (79%)
  - AP definition (77%)
  - Use of the job family network (79%)
  - Inclusion of a force readiness review by the College's AP implementation support team (70%)
  - Proposal for a national register of APs (77%)
- 4.4. Potential diversity and inclusion issues relating to the AP scheme were included in the consultation document, and shown in further detail in the associate equality impact analysis (EIA). The EIA included mitigations and recommended actions that the College and forces should perform to address any potential negative impacts. The equality and diversity responses from the consultation have been reviewed and will be used to update the EIA ahead of any future development and implementation of the scheme.



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**Sponsor:** Ray Clare



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# Advanced Practitioner scheme for policing

*Creating lateral progression opportunities that recognise and reward police constables for advanced knowledge, skills and expertise*

## Consultation Report: Summary of Findings

Version 1.0

October 2019

OFFICIAL

## Executive summary

1. On 23 April 2019 the College of Policing launched a consultation to seek views on proposals for introducing the advanced practitioner (AP) scheme at the rank of police constable.
2. The consultation presented a model of APs in policing that had been developed during an 18 month period, drawing on the initial external review carried out by Korn Ferry Hay Group (2016) and further informed by an extensive evaluation of the AP pilot, commencing March 2017 and ending August 2018.
3. In total the consultation received 37 responses. Not all respondents answered every question. The table below provides a breakdown of the general consultation responses by type of respondent. This document provides a summary of the consultation responses received, see Annex B.

Home Office Forces	28
Non-Home Office Forces	3
Police and Crime Commissioners	3
Staff Associations	2
Other	1
<b>Total number of responses</b>	<b>37</b>

## Key feedback themes

### 4. In-rank (constable) career progression

There was strong support for the principle of in-rank (constable) career progression, and the introduction of a national (voluntary) AP scheme for policing. However, there was also unanimous agreement from the service that the development of an AP scheme should not be identified at present as a high-priority initiative.

### 5. NPCC pay and reward framework

The absence of costs connected with stage 4, and the need for clarification on the proposed NPCC pay and reward framework was a key feedback theme, in addition to the development of national guidance in connection to the proposed stages of the framework. Some respondents were concerned about pay equity, the justification for additional payments for the AP role, and fairness issues regarding development opportunities in relation to the scheme for officers within and between different forces, and how these would be addressed.

### 6. PC career pathway, PEQF timing and join-up

A number of respondents expressed concerns about the timing and 'join up' with other priority College of Policing workforce development initiatives and frameworks, particularly implementation of the PEQF new entry routes by forces.

### 7. Equality & fairness

A range of equality, diversity and fairness considerations associated with the implementation of the scheme were highlighted by respondents, and the need to ensure these are sufficiently developed and prioritised in view of the (low) number of AP roles likely to be identified by forces

and potential pay-related implications. The equality and diversity concerns most frequently highlighted were in relation to BAME and female under-representation.

**8. Difference between Established Constable and Advanced Practitioner**

Some respondents remarked on the perceived similarity between individual features and criteria at stages 3 and 4 of the potential pay and reward framework as articulated at the time of the consultation, and the importance of, and need for, clear criteria and behaviours differentiating the Advanced Practitioner role and the ongoing day-to-day professional contribution of other experienced and competent officers at stage 3.

**9. Pilot**

The outcomes of the pilot were a concern for a number of respondents. The full evaluation report acknowledges the limitations of the pilot, that it was unable to test the impact of the piloted model on policing outcomes. This was because the AP role definition was developed further during the pilot and flexibility was allowed in how forces implemented the roles.

**10. Morale and motivation**

A number of respondents commented that the scheme might potentially be demotivating (and a cause of divisiveness) for those who may be capable but have no realistic opportunities to access an AP role.

**11. Force capacity**

Reservations were expressed concerning the additional costs to forces of resourcing the scheme and the effect of increased demand on forces' administrative and management capacity at a time of high operational and workforce development demand.

## Recommendations and next steps

12. In recognition of the complex feedback from the consultation exercise and, in particular, the clear steer from the service that development of an Advanced Practitioner scheme should not be identified as a current high priority for the service, the College will not be proceeding with a national roll out of the AP scheme at this time. This decision will be communicated to the service, together with circulation of the finalised report.

13. The College recognises that both the AP pilot and consultation reaffirmed the potential for a scheme to recognise enhanced knowledge, skills and expertise gained in service. Also, the consultation found strong support for the principle of in-rank (constable) career progression, although there are significant considerations to be taken into account in any implementation.

The consultation paper and summary report provide a framework for any force that would want to move forward to develop an advanced practitioner scheme on a local, elective basis. The College will therefore provide professional body support and advice, as appropriate, to any force undertaking work in this area of professional development.

14. The College will continue to develop national professional development initiatives relevant to the evolving work of the NPCC's National Reward Team in their development of a pay and reward framework.

## Part One - Introducing the AP scheme in your force

**Question one** asked respondents to what extent they agreed the College should introduce a national AP scheme for policing.

15. Most respondents (73%) agreed with the introduction of the scheme, 17% were undecided and 10% disagreed.
- 15.1 Respondents raised a broad range of comments in relation to the introduction of a national Advanced Practitioner (AP) scheme for policing, many openly positive, supportive and receptive, recognising the potential benefits of the scheme for officers who may not wish to move up the vertical promotion ladder, but who would value recognition for lateral development at stage 4 of the police constable career pathway.
- 15.2 In relation to the proposed introduction of a national AP scheme, points of concern raised by respondents included the following:
  - One respondent recommended that “that it [AP] should not be pay-related, given the equal pay issues recognised by the NPCC for forces and particularly in cases where 'associated employers' are relevant and different approaches are determined by each force”.
  - Concerns in relation to the significant time, resourcing and financial implications to implement the PEQF in the immediate term, and an awareness of the Established Constable Review (ECR) taking place for stage 3, and prior to consideration of the potential introduction of an Advanced Practitioner role at stage 4.
  - What difference the introduction of an AP scheme would offer in contrast to locally-owned lateral career progression / talent development schemes which already exist and are not linked to pay; concerns that the evidence from the pilot was not conclusive and was too small to “inform and drive a robust, evidence-based policy”; the scalability of the scheme and the importance of presenting a financial proof of concept.

**Question two** asked respondents if they agreed with the introduction of a national AP scheme and to indicate what they considered its priority level as a workforce initiative for policing.

16. There was overwhelming agreement (96%) the scheme was not at present, a high priority for the police service. 59% considered the introduction of an AP scheme to be medium priority, and 37% of respondents indicated it was a low priority workforce initiative for policing.

**Question three** asked respondents, with the College’s support, when do they estimate their force would be in a position to implement the AP scheme.

17. A clear majority (85%) indicated that forces will not be in a position to implement an AP scheme by 2022 (52%), or by 2025 (33%). Four forces estimated they will be in a position to implement the scheme by 2020 (15%).

**Question four** asked respondents if they agreed with the proposal that the AP scheme should be voluntary.

18. There was considerable support from responding forces (79%) for the proposal of the AP scheme being voluntary.
- 18.1 A clear theme from forces in agreement with the scheme being voluntary was the importance of local flexibility and autonomy in determining the specific number of AP posts, together with the organisation's workforce planning requirements.
- 18.2 A small number of respondents said there was a risk that those forces not implementing the AP scheme might lose officers to forces who are (or may in time) advertise to fill AP roles, contributing to retention issues.
- 18.3 Some forces commented on their own lateral progression and talent development programmes, and the importance of the proposed AP scheme to work alongside any pre-existing local programmes, which are not linked to pay.
- 18.4 In relation to the voluntary introduction of an AP scheme, some highlighted the risks that inequity in pay would create and the potential discord as a result of officers in different forces undertaking the same work.

**Additional comments provided in relation to introducing the AP scheme.**

19. Additional comments included:
- the increased demand on administration, management and wider resourcing costs to implement and maintain the scheme
  - pay implications of the AP role on financial budgets
  - not supporting the proposal to allow local forces to decide whether AP roles will be permanent or temporary (or a combination of both). If introduced, duration of appointments should be applied fairly, namely on a consistent national basis
  - working with the NPCC and additional capacity for reward reform within the service as critical enablers to engagement and successful implementation
  - greater clarity in relation to AP eligibility and selection criteria, such as behaviours and performance
  - whether remuneration will be permanent, pensionable, and proportionate to the additional responsibility compared with pay on promotion to Sergeant, will have a direct influence on how the scheme will be perceived generally, and demonstrated to be fair
  - the importance of senior leadership engagement to the scheme and AP role
  - monitoring the performance, consistency and impact of APs
  - the pilot did not include pay elements and therefore not a true reflection of the scheme or the impact of it.



## Part Two - Defining the AP scheme

**Question five** asked respondents if they agreed with the proposed AP definition.

- 20. There was strong agreement (77%) by the majority of respondents with the proposed AP definition, including comments such as: provides a good overview, concise, allows local flexibility, clear focus on developing professional practice, has cross-border application and benefit, and appropriate for a national status
- 20.1 Some respondents considered the AP definition was too broad, colloquial and subjective and that the definition needs to make more evident that this is a different role and the skills, knowledge and behaviour expectations are clearly identified with regard to the additional performance expectations.
- 20.2 Two respondents said the definition also needs to include a clear statement that the AP role will not be required to undertake any supervisor responsibilities or functions, to avoid any future misunderstandings, and ensure the role is about constable expertise.
- 20.3 A number of references were made to AP suiting specific specialist roles, linked to force priorities or areas of operational challenge.

**Question six** asked respondents if they agreed that the proposed AP scheme use the national job family framework.

- 21. There was strong support (79%) to use the national job family (and subgroups) framework as a common naming convention for the fields of practice that APs operate within. This would also provide national consistency across forces, be an enabler for networking and collaboration at local, regional and national levels, provide clear links to national areas of professional practice and present a means for managing a national register of APs.
- 21.1 A number of those responding to this question said that using the national job family framework to name and group AP roles should be nationally consistent, to maximise the benefits of cross-force networking, idea sharing, CPD and potential deployment.
- 21.2 Others said the national job family framework would be important to gain national consistency of approach, using the national Police Professional Profiles, to establish a central AP register, enable benchmarking and enhance visibility of AP roles across a force(s).
- 21.3 The need for allowing some flexibility in using the national framework and determining locally which roles and activities meet the criteria for AP status was also commented on.

### Additional comments in relation to defining the AP scheme.

22. Additional comments included:

- essential that communications are clear about the AP role
- importance of performance management of the AP role, linked to the Policing Professional Profiles and the CVF
- while AP roles may be specific to the needs in forces, access to and involvement in the scheme should feel the same regardless of which force
- affordability and funding is critical to this scheme and any financial requirements cannot be to the detriment of wider officer numbers
- naming convention will need to make sure it differentiates from other supporting roles such as mentoring or Force Advisor.

## Part Three - Implementing the AP scheme

**Question seven** asked respondents whether they supported the inclusion of a force readiness review by the College's AP implementation support team.

23. There was significant support (70%) for the inclusion of a force readiness review by the College's AP implementation support team, provided that the purpose of the review was supportive and recognised local issues and priorities.

23.1 Many respondents indicated their support for the completion of a readiness review prior to implementing the scheme. Some said the review would enable their organisation to determine whether they were ready to implement the AP scheme and provide cross-force consistency and common national standards. Others thought the readiness reviews would identify good practice and the challenges encountered by early adopting forces and cascade them onwards.

23.2 Some respondents said the readiness review would need to be agile and have a 'degree of authority', to ensure implementation approaches taken by forces met the national standard, and had considered the elements of support necessary to maximise the chances of successfully launching the AP scheme. The reviews would also need to establish whether forces were operationally and culturally ready to successfully implement the scheme, and if not ready, offer clear guidance on how to support each force to reach that stage.

23.3 Other comments included:

- forces approaching the scheme in different ways could risk undermining the potential positive impacts of the scheme, and there should be sufficient flexibility for individual forces to implement the scheme in a way that is appropriate for their organisational design, local policing and workforce planning needs
- the need to understand the full impact and the level of bureaucracy in connection with the readiness review
- forces need some scope for local interpretation

- already have a readiness review in place for NPPF and PEQF, meaning another audit to prepare for, making it more labour intensive
- that forces are best placed to decide if they can deliver the AP scheme.

**Question eight** asked respondents if they supported the proposal for a national register of APs.

24. Some thought the potential benefits of a national register might include the sharing of good practice beyond force boundaries, and supporting and facilitating the formation of professional networks in specific AP fields of practice.

24.1 Other comments provided by those who supported the proposal for a national register said it would:

- ensure consistency of the scheme across forces
- help identify where APs are available as a resource
- maximise the opportunity for APs to advance practice in policing, which would be the purpose of the role
- assist with the identification of areas where forces may wish to introduce AP roles
- have the potential to facilitate a network for officers with similar experience and knowledge across forces, and accelerate and amplify the sharing and development of good practice beyond force boundaries
- be the minimum required to grow a strong network of national links
- require national co-ordination, and as a scheme focused on the development of professional practice, the College of Policing is the appropriate national organisation to own and maintain mechanisms to encourage national networking and sharing of ideas and information
- mean that the responsibility of the College of Policing as the national body for driving professional practice and professional development takes an active lead in administrating and facilitating the development and networking of Aps.

24.2 Some respondents questioned whether the national register would be:

- used by forces to 'head hunt' the skills they are short of in their own force
- not useful, as forces are not comparable in terms of role/functions
- only as good as the information provided.

**Question nine** asked respondents if they supported the proposed selection process for APs.

25. Respondents were almost equally split on the proposed support for the selection process for APs.

25.1 Those who agreed with the proposed selection process (42%) also provided comments about the importance of consistency, transparency, compliance and credibility to ensure the right individuals are selected as APs. Also the workforce's perception of the selection processes will

be fundamental to perceptions of fairness and accessibility of the AP role, and influence the scheme's future success.

25.2 A range of concerns were provided by respondents who were unsure (39%) and those who disagreed (19%) with the proposed AP selection process. Themes in the free text responses related to:

- the proposed selection process in relation to transparency, equality and fairness
- the expectation to be working at the higher level of advanced practitioner prior to applying and possessing the enhanced expertise and skill level, which therefore makes it a process about confirmation, assessing attributes and being 'ready now', instead of focusing on experience relevant to the AP role prior to formal assessment, and identifying applicants who are capable or in the process of developing their skills
- the importance of an agreed AP definition and terminology used in the model, including criteria which provide additional depth and structure to define minimum standards for each, including whether they "should" or "must" display specific criteria
- the intensity of the selection process for a lateral progression move in comparison to a sergeant promotion process
- forces should be able to determine their own selection process
- if the AP scheme is linked to pay, then any selection and deselection process needs to be robust and able to stand scrutiny.

**Question ten** asked respondents if they considered the proposed selection process to be an appropriate way of assessing and identifying officers who have the attributes to be a successful AP.

26. Consistent with question 9, respondents were almost equally split between agree (42%), undecided (45%) and disagree (13%).

26.1 Again, in line with question 9, respondents who were undecided or disagreed raised concerns about the appropriateness of the process as a means of assessing and identifying those officers with the attributes to become a successful AP. The main themes and comments included:

- the process appears weighted towards a selection centre approach i.e. written application and interview board, and may therefore be likely to identify the people best able to pass a selection process, rather than those most suited for the role of an AP
- the selection process should focus on an individual's development as an expert in their field, evidenced by their PDR history and conversations and include CPD logging how they propose to develop further their specialism, including evidence across the three domains of AP practice
- application processes, particularly those that require permission from line managers, are recognised as potential barriers to prospective applicants, particularly BAME officers, and may also discourage those unfamiliar or lacking confidence in applications or boards, but who otherwise perform their policing role at the AP level

- assurance needs to be provided that during this part of the process, there is adequate monitoring of whether there is any adverse impact on protected groups
- forces need guidance on how they will identify and review in a fair, consistent and transparent way, those who have the attributes to be a successful AP, including time in the AP role, monitoring the scheme and how new opportunities will be advertised.

**Question eleven** asked respondents what challenges they will face when introducing APs to their organisation.

27. In relation to the challenges tabled in Annex B of the consultation paper, respondents were asked to select the three of most concern when introducing the AP scheme to their organisation. Frequently responses referred to one or more of the nine challenges, although typically respondents provided their own explanation.

Principal challenges confirmed by respondents included:

- the impact on the time and workload of APs
- the lack of understanding of the AP role, including persuading frontline officers and the workforce about the merits of the role
- addressing lateral career progression opportunities, and that entry and exit from the scheme can change according to the organisation's requirements
- the understanding, capability and buy-in of line managers to support APs, and senior leadership engagement needed for the success of the implementation of the scheme locally
- lateral career development opportunities within a rigid hierarchical service represent a cultural change; support and training for line managers must be clearly outlined
- many officers may feel undervalued and frustrated due to limited AP opportunities,
- how will the role of the AP interact with the sergeant and inspector at a local level, to ensure the rank structure is not undermined, and positive benefits are strongly felt
- how will the force know the scheme is working, how will it be measured and standardised
- funding the AP role, associated administrative overheads and L&D costs of training, developing, monitoring and reviewing APs.

**Question twelve** asked respondents if the AP scheme raises any equality and diversity concerns.

28. As would be expected, respondents were keen to ensure the scheme would not discriminate against those from under-represented groups. 58% of respondents identified that the scheme presents equality and diversity concerns, as follows:

- equality and fairness elements should be central to this initiative, especially given the very limited opportunities which will be available and potential remuneration implications
- concerns about BAME and female under-representation in the pilot; if the AP scheme is introduced, would applications be received from under-represented groups?

- the impact of extended leave on the retention of AP status, viability of the role to part-time/flexible workers, and officers with caring responsibilities, which several respondents commented usually/socially fall disproportionately on women
- scheme is police officer centric, appearing to ignore police staff lateral progression opportunities
- An EIA should have been included within the consultation document with an opportunity to comment on identified issues and mitigating actions
- potentially the selection process may exclude experienced officers who, whilst experts in their field, do not feel as though they have the ability to present themselves well in a formal selection process; a more vocational approach may support these officers
- the scheme requires applicants to already be working at the level of an AP; there may be cultural issues around under-represented groups being able to access the required support and development to get to that position
- where the equality data will be stored and in what form.

**Question thirteen** asked respondents if they are aware of any other legal implications that should be considered before finalising the AP scheme?

29. The majority of respondents were either not aware (50%) or were unsure (37%) of other legal implications that should be considered before finalising the AP scheme.
- 29.1 Respondents requested clarification on the legal considerations and assurance in relation to the provision of additional remuneration.
- 29.2 Additional feedback received included the importance of clarification and assurance in relation to the following:
- The AP scheme will need to be administered in a fair way and in accordance with the requirements and duties set out in the Equality Act 2010. Implementation of the proposals as they stand could give rise to challenges under the provisions of this legislation
  - consideration of legal challenges/appeals for those not selected, and a force's legal position to reduce pay where AP role is time-limited or an officer moved out of an AP role
  - equal pay issues where someone is not 'technically' an AP but doing the same role as an AP, but not paid accordingly
  - equal pay issues where pay is withdrawn and the individual is essentially continuing to do the same job
  - if the force decided to attach AP to certain roles / specialisms, if these roles are already under-represented or only a limited number of people can apply, it may be deemed unfair if additional rewards are given
  - clarification needed regarding whether safeguarding legal liability from malpractice relates to force or individual liability
  - details about and circumstances in which it might be necessary for an officer to be called as an expert witness in direct relation to their capacity as an AP.



**Question fourteen** asked: excluding considerations relating to the new pay and reward framework being developed by the NPCC, whether respondents consider there are any other costs which will represent a barrier to implementing the AP scheme in their organisation.

- 30. There was agreement from just over half of respondents (57%) that costs, excluding those relating to pay, could be an obstacle to the successful implementation of the scheme.
- 30.1 Some respondents were concerned about the costs involved in setting up and implementing the force readiness review, governance and communications, assessment and selection processes, induction, potential training/CPD events and evaluating the return on investment of the scheme. H&R and L&D teams were identified as the two departments more likely to be involved with resourcing the transactional requirements of the scheme.
- 30.2 Some respondents highlighted the costs of any potential employment tribunals and equal pay claims, and also the costs relating to abstraction implications of the AP role, including the cost of induction and additional ongoing training and professional development, and how much protected time will be allocated.

**Annex A: Breakdown of consultation responses by question**

The consultation feedback form comprised: 13 questions requesting an Agree, Disagree or Unsure response. A separate question examined the 3 challenges of most concern in relation to implementing AP, and additional free text boxes provided further opportunities for comments.

	No. of responses received (% of total responses received)		
Q1. If you agree with the introduction of a national AP scheme, please indicate what you would consider its priority level as a workforce initiative for policing.	<b>High</b> 1 (4)	<b>Medium</b> 16 (59)	<b>Low</b> 10 (37)
Q2. With the College's support, when do you estimate your force will be in a position to implement the AP scheme?	<b>2020</b> 4 (15)	<b>2022</b> 14 (52)	<b>2025</b> 9 (33)
	<b>Agree</b>	<b>Unsure</b>	<b>Disagree</b>
Q3. Do you agree the College should introduce a national AP scheme for policing?	22 (73)	5 (17)	3 (10)
Q4. Do you agree with the proposal that the AP scheme should be voluntary?	23 (79)	2 (7)	4 (14)
Q5. Does your organisation agree with the AP definition? <sup>1</sup>	23 (77)	5 (17)	2 (7)
Q6. Does your organisation agree with the use of the Job Family network? <sup>2</sup>	23 (79)	5 (17)	1 (3)
Q7. Does your organisation support the inclusion of a force readiness review by the College's AP implementation support team?	21 (70)	6 (20)	3 (10)
Q8. Does your organisation support the proposal for a national register of APs?	23 (77)	4 (13)	3 (10)
Q9. Does your organisation support the proposed selection process for APs?	13 (42)	12 (39)	6 (19)
Q10. Do you consider the proposed selection process to be an appropriate way of assessing and identifying those officers who have the attributes to be a successful AP?	13 (42)	14 (45)	4 (13)
Q11. Does the AP scheme present any equality and diversity challenges?	16 (58)	4 (16)	8 (26)
Q12. Are you aware of any other legal implications that should be considered before finalising the AP scheme?	4 (13)	8 (37)	15 (50)
Q13. Excluding considerations relating to the new pay and reward framework being developed by the NPCC, are there any other costs which will represent a barrier to implementing the AP scheme in your organisation?	14 (57)	10 (39)	1 (4)

<sup>1</sup> % rounding difference – 101%

<sup>2</sup> % rounding difference – 99%

**Annex B: List of organisations responding to the consultation**

Name of organisation	Sector	Submitted
<b>Constabulary</b>		
Cheshire	Force	Emailed
City of London Police	Force	Emailed
Cumbria	Force	Emailed
Derbyshire	Force	Emailed
Devon & Cornwall	Force	Emailed
Dorset Police	Force	Emailed
Essex Police	Force	Emailed
Gloucestershire	Force	Emailed
Hampshire	Force	Emailed
Humberside	Force	Emailed
Kent	Force	Emailed
Lancashire	Force	Emailed
Leicestershire <sup>1</sup>	Force	Emailed
Merseyside	Force	Emailed
Metropolitan Police Service	Force	Emailed
Norfolk	Force	Emailed
Northamptonshire	Force	Emailed
Northumbria <sup>1</sup>	Force	Emailed
Nottinghamshire	Force	Emailed
South Yorkshire	Force	Emailed
Staffordshire	Force	Emailed
Suffolk	Force	Emailed
Surrey	Force	Emailed
Sussex	Force	Emailed
West Yorkshire	Force	Emailed
Dyfed-Powys	Force	Emailed
Gwent	Force	Emailed

## OFFICIAL

South Wales	Force	Emailed
Police Scotland	Force	Emailed
British Transport Police	Force	Emailed
Civil Nuclear Constabulary	Force	Emailed
<b>Police and crime commissioners</b>		
Police and Crime Commissioner for Leicestershire Police <sup>1</sup>	PCC	Emailed
OPCC for Northumbria <sup>1</sup>	PCC	Emailed
West Yorkshire Office of the Police and Crime Commissioner	PCC	Emailed
<b>Policing stakeholders</b>		
Police Federation of England and Wales <sup>2</sup>	Policing Stakeholder	Emailed
Police Superintendents' Association of England and Wales <sup>2</sup>	Policing Stakeholder	Emailed
<b>Other</b>		
CIPD Police Forum <sup>3</sup>	Professional HR Group	Emailed

Home Office Forces	28
Non-Home Office Forces	3
Police and Crime Commissioners <sup>1</sup>	3
Staff Associations <sup>2</sup>	2
Other <sup>3</sup>	1
<b>Total number of responses</b>	<b>37</b>

1 Joint response received from force and PCC

2 Joint response: Police Federation of England and Wales and the Superintendents' Association

3 CIPD Police Forum (a group that aims to meet the needs of HR people working in police forces and police organisations in the UK; submitted a view from the CIPD Police Forum Executive)



**Name of meeting:** Professional Committee

**Date of meeting:** 10<sup>th</sup> December 2019

**Item lead at meeting:** Mike Cunningham

**Agenda item number:** 7a

**Title of paper:** College Business Update

**1. Issue:**

- 1.1 This paper provides an overview of current College activity.

**2. Recommendation**

- 2.1 Professional Committee is requested to:
- a) **Note** the highlight report of current College Business.

**3 College Business Update**

- 3.1 The update below provides an overview of the College's work. It is not an exhaustive list, but is intended to highlight the breadth and range of current activity across the College.

**4. College Support for Operation Uplift**

- 4.1 The College is actively supporting the National Programme achieve the uplift. £2.5m in year funding has awarded to support the work and requests made to support the work in the next financial year. A programme team is in place to manage risks and interdependencies and coordinate with the NPCC - Activity includes:
1. The **Day One assessment centre** evaluation demonstrated that it is as good as or better than SEARCH on most measures, and significantly better on candidate experience. The National rollout has been brought forward – as it was supported by the Uplift Programme Board in October
  2. The Assessment **Information Management (AIM) system** is being developed for rollout from April '20. It will include enhanced processes and help reduce recruitment timelines.
  3. Following a trial with the MPS, the College will develop a process for conversion of **Special Constables** to regular police constables without the requirement to undertake and pass a SEARCH/Day One assessment centre.
  4. **Assessor Capacity.** 310 additional assessors will be recruited and trained for the national bank, bringing the total to 500.
  5. The NPCC and the College have agreed necessary and urgent actions for the SEARCH and Day One assessment center.

### **Crime and Criminal Justice Faculty**

- 4.2 The **Accreditation of Undercover policing units** has been under development for some time and is now in operation. Five units were provisionally accredited by the Accreditation Panel in October, based on their self-assessments, with a further nine scheduled in the next few weeks. Following these provisional accreditations, site visits will take place to validate the self-assessments. Site visits are being scheduled throughout the remainder of 2019 and into 2020.
- 4.3 A review of the College **Hate Crime Guidance** was being undertaken. As previously reported to Professional Committee, the College is the defendant in a Judicial Review of this guidance. The case revolves around the lawfulness of guidance to policing to record and retain information about individuals alleged to be involved in hate incidents (as opposed to hate crimes). The hearing is scheduled for 20<sup>th</sup> and 21<sup>st</sup> November.
- 4.4 The College is working with MPS and NPCC to respond to recommendations made in the **IOPC report**. They relate to procedures to obtain search warrants; management of media in contentious investigations, and; 'belief'.

### **Uniformed Policing Faculty**

- 4.5 The College has completed its consultation on **Public Order APP and NPCC Protest Advice**. The responses are being reviewed.
- 4.6 The College has contributed to the **NPCC review of staff and officer safety** through a survey of 40,268 front line staff and a review of evidence relating to the use of force and assaults on officers and staff. It is likely that the College will be involved in the implementation of a number of recommendations if they are approved by the Chiefs' Council. Regardless the College is already committed to publication of the conflict management guidelines, piloting and evaluating conflict management training in at least 2 forces and a programme to develop a national personal safety curriculum.
- 4.7 The College has developed a training option to mitigate the risk relating to officers with **Colour Vision Deficiency** using CED/Taser officers and balanced this against the increased risks identified in many forces STRAs which requires an increase in the number of officers to be issued with CED/Taser. The approach has been supported by NPCC lead, raised with Home Office and will be reviewed by the Standing Advisory Committee on the Medical Implications of Less Lethal Weapons.
- 4.8 The College draft guidance for forces on how best to engage with their communities in relation to the use of **stop and search** has finished and the responses are being reviewed prior to the final guidance being published.

### **Workforce Development Directorate**

- 4.9 **Inclusion, Diversity and Engagement** – The College Board has agreed the five areas for focus: guidance, peer review, positive action, inclusion and accelerating promotion.
- 4.10 **The Engagement Team** are taking '**Your College**' CPD events to regions across the country – covering topics such as vulnerability, serious and organised crime and neighbourhood policing, and counter terrorism. These are open to officers, staff and volunteers and welcome all who are interested regardless of their rank or specialism.
- 4.11 **PEQF Update** - The figure below provides an update of the current status of **PEQF implementation**.

Programme/Organisation	Live as at 31 October 2019	Total live by 30 June 2020
PC Degree Apprenticeship (PCDA)	14 forces	25 forces
Degree Holder Entry Programme (DHEP)	4 forces	17 forces
Pre-join Degree	N/a	32 Universities
HEIs seeking collaborations (to deliver PCDA/DHEP)	30 Universities	N/a

- 4.12 The evaluation reports of the **Fast Track and Direct Entry** programmes was scheduled to be presented to parliament in November but has been delayed due to Purdah. There are options presented alongside the paper about the future of the schemes and consultation with the service on the way forward following Parliamentary review.
- 4.13 The College has decided to pause the **Direct Entry Superintendent program** for this year due to insufficient requests from forces to create a meaningful cohort or to justify the investment. There is general support from forces for the scheme and it will be reinstated when the demand increases.
- 4.14 The **Leadership and Management Development** team have delivered further toolkits on the College Leadership Learning platform which is now available as an APP for mobile devices. These include: Superintendents toolkit, Study Skills, Coaching and Mentoring, and Leadership first 30, 60, 90 days in post. In addition a First Line Leaders toolkit will be available in March 2020 to provide support to implement the new PEQF entry routes and the 20k uplift. Regional leadership workshops are also being delivered.
- 4.15 **Senior PNAC** attracted 98 candidates (the highest in 10 years). 39 were successful (42% pass rate) and will attend 2020 SCC. The activity to promote development of underrepresented group was successful. Of particular note were the number of and success of female candidates and the increase in police staff and supts.
- 18 Female – 64% successful
  - 6 Police Staff - 60 % successful
  - 2 BAME - 25% successful. 10 applicants was highest ever, but pass rate was low.
  - 5 Superintendents – 32% success rate. 17 applicants was higher than last year.
- 4.16 **Senior Leaders Hub** - The College sought views on CPD from all Chief Officers, the Police Superintendents Association and the Police Federation. An action plan for future requirements is underway. Upcoming activities in response to urgent priorities include: Business Skills; Wellbeing; Officer action learning sets; Senior Information Risk Owner (SIRO) Hydra Exercise and a National Reverse Mentoring Toolkit.
- 4.17 Following agreement at Chiefs Council the **Senior Leaders Hub** has been asked to facilitate the national coordination of Chief Officer Appointments post the 2020 Strategic Command Course, building on the support for forces following the 2019 SCC.



- 4.18 The **Senior Leaders Development Centre** attracted 32 participants including 22 female and 7 BAME. The feedback from participants was positive however it was undersubscribed and some withdrew close to the event. This will be addressed with Chief Officers in December within a Chief Officer Online Engagement Event.

### **Knowledge, Research & Practice**

- 4.19 In November the College published the results of a six-month trial examining the impact of an online mindfulness training tool, '**Mindfit Cop**', on police officers and staff. Mindfit Cop, developed by a police officer from Bedfordshire, was found to improve officer and staff resilience and wellbeing, as well as their performance in their job, when compared with a group who were not using the product. 'Mindfit Cop', is now freely available to all officers and staff through the OscarKilo website.
- 4.20 The College is leading a programme of work to increase **Innovation in policing**. An Innovation network with representatives from across all forces has been established to help forces to identify, support and share innovation at the local and national level. A development event was held with the network in October and the College is supporting members to deliver CPD events in their own forces. In response to recent engagement with officers and staff across policing, the College has also created a single online place where officers and staff can submit their ideas about how to improve policing. In early 2020, the College will be collating the ideas and sharing them with national and local stakeholders.

### **Delivery Services**

- 4.21 Work has commenced on scoping a review of the **UC Advanced training**.
- 4.22 We have NPCC agreement to commence work on a third pathway for **the PIP 3 SIOs** for Public Protection.
- 4.23 The **Operational Security Adviser** (OpSy) programme has been refreshed and the Operational security liaison officer (OSLO) programme is being updated and rolled out to meet the new demand in response to the SOC Strategy.
- 4.24 Positive feedback has been received in relation to the new **Aspire programme** targeting underrepresented groups at senior leader levels in the service (some examples of the feedback received are included below), as well as the new Public Protection and Safeguarding Leaders Programme

### **Aspire**

- *Delegate from Merseyside Police* - Re: my recent promotion. The Aspire programme helped me to just go for it. I saw the job advertised and when I looked at the JDQ I thought it wasn't for me. However, I reflected on my two days with you at the college and my learning that then helped me to see what I can do rather than what I can't do and that my skills and experience are far wider than I had told myself previously. It was a competitive process with 7 candidates and I was successful. This is a great opportunity for me and I can't wait to get started.
- *Delegate from National Police Air Service* - I want to let you know that I was blown away by the first module of the Aspire Programme...I was really wowed by the Aspire Programme. I really feel like I travelled a great distance on a journey with others in just a

short few days, and that has made a lasting impact on me, and I now plan to continue to build on this foundation to move further forward still. I really feel that it has helped me to take a giant leap forward on my journey and one that I may not have taken (or certainly taken longer to make) without attending...I cannot recommend it highly enough.

**Author name:** Jayshree Vekria

**Author job title:** [REDACTED]

**Author email:** [REDACTED]

**Author tel number:** [REDACTED]

## Chief Constables' Council Minutes

Wednesday 2 – Thursday 3 October 2019, Winchester, Hampshire

**Security classification:** Official  
**Authors:** Susan Paterson, Richard Hampson, Ben Gasson, Lee Milton & Steve Henry  
**Force/organisation:** National Police Chiefs' Council (NPCC)  
**Date created** 03 October 2019

### Attendees

AC Martin Hewitt	NPCC Chair
CC Andy Marsh	Avon and Somerset
CC Garry Forsyth	Bedfordshire
CC Nick Dean	Cambridgeshire
DCC Julia Cooke	Cheshire
AC Alistair Sutherland	City of London
ACC Steve Graham	Cleveland
ACC Andrew Slattery	Cumbria
CC Michelle Skeer	Cumbria
CC Peter Goodman	Derbyshire
CC Shaun Sawyer	Devon and Cornwall
CC James Vaughan	Dorset
CC Jo Farrell	Durham
DCC Claire Parmenter	Dyfed-Powys
CC Ben-Julian Harrington	Essex
CC Rod Hansen	Gloucestershire
CC Ian Hopkins	Greater Manchester
CC Pam Kelly	Gwent
CC Olivia Pinkney	Hampshire
CC Charlie Hall	Hertfordshire
DCC Chris Rowley	Humberside
CC Alan Pughsley	Kent
CC Andrew Rhodes	Lancashire
CC Simon Cole	Leicestershire
DCC Jason Harwin	Lincolnshire
CC Andy Cooke	Merseyside
DCC Serena Kennedy	Merseyside

Sir Stephen House  
 AC Helen Ball  
 CC Carl Foulkes  
 DCC Simon Nickless  
 DCC Rachel Barber  
 CC Winton Keenan  
 CC Lisa Winward  
 CC Matt Jukes  
 CC Steve Watson  
 CC Gareth Morgan  
 CC Stephen Jupp  
 CC Gavin Stephens  
 CC Giles York  
 CC John Campbell  
 CC Martin Jelley  
 CC Antony Bangham  
 CC David Thompson  
 CC John Robins  
 CC Keir Pritchard  
 DDG Steve Rodhouse  
 ACC George Clarke  
 Mike Cunningham  
 DCC Malcolm Graham

**In attendance for specific items**

DCC Gareth Wilson  
 DCC Janette McCormick  
 Robin Wilkinson  
 Supt Amanda Tillotson  
 ACO Gary Ridley  
 DAC Lucy D'Orsi  
 ACC Owen Weatherill  
 Supt Jerry Pearson  
 Rt Hon Kit Malthouse  
 Shaheen Akhtar

**In attendance**

Scott McPherson  
 Robert Beckley  
 Det. Supt. Charmaine Laurencin  
 Insp. Ben Gasson  
 Richard Hampson

Metropolitan Police Service  
 Metropolitan Police Service  
 North Wales  
 Northamptonshire  
 Nottinghamshire  
 Northumbria  
 North Yorkshire  
 South Wales  
 South Yorkshire  
 Staffordshire  
 Suffolk  
 Surrey  
 Sussex  
 Thames Valley  
 Warwickshire  
 West Mercia  
 West Midlands  
 West Yorkshire  
 Wiltshire  
 National Crime Agency  
 Police Service for Northern Ireland  
 College of Policing  
 Police Scotland

Chair, NPCC DEI Coordination Committee  
 Operation Uplift Programme  
 Director, Metropolitan Police Service  
 Kent Police Service  
 Durham Constabulary, Operation Uplift Programme  
 Metropolitan Police Service  
 NPoCC Lead  
 International Crime Coordination Centre (ICCC)  
 Minister of State for Crime, Policing & Fire Service  
 Home Office

Director General, CPFG - Home Office  
 Commissioner, Greater Manchester Police  
 NPCC Chief of Staff  
 NPCC Staff Officer  
 NPCC Senior Business Officer

Susan Paterson	NPCC Business Manager
Sherry Traquair	NPCC FOI and Decision Maker
Robert Hardware	NPCC Public Affairs Officer
Steve Henry	NPCC Business Support Officer
Lee Milton	NPCC Strategic and Risk Manager

09:00-17:15, 2 October 2019, Winchester, Hampshire

## **OPEN SESSION**

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

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

CC Paul Crowther – British Transport Police  
 CC Darren Martland – Cheshire Constabulary  
 CC Richard Lewis – Cleveland Police  
 CC Simon Chesterman – Civil Nuclear Constabulary  
 Cmsr Ian Dyson – City of London Police  
 CC Mark Collins - Dyfed Powys Police  
 CC Lee Freeman – Humberside Police  
 CC Gary Roberts – Isle of Man Police  
 CC Iain Livingstone – Police Scotland  
 CC Rurai Hardy – States of Guernsey Police  
 CC Craig Guildford – Nottinghamshire Police  
 CC Bill Skelly – Lincolnshire Police  
 Cmsr Cressida Dick – Metropolitan Police Service  
 AC Nick Ephgrave – Metropolitan Police Service  
 AC Neil Basu – Metropolitan Police Service  
 AC Mark Simmons – Metropolitan Police Service  
 CC Andy Adams – Ministry of Defence Police Service  
 Cmsr Ian McGrail – Royal Gibraltar Police Service  
 CC Simon Byrne – Police Service for Northern Ireland  
 DG Lynne Owens – National Crime Agency  
 Brig Vivienne Buck – Royal Military Police  
 CO Jack Hawkins – Royal Navy Police  
 Gp Capt David Wilkinson – Royal Airforce Police  
 CO Stephen Reid – Ports Police Chief Officers Association

## **2. MINUTES AND ACTIONS FROM PREVIOUS MEETING**

The minutes of the previous meeting held on 17-18 July 2019 were agreed.

**Action item** number 11 – The Future Allocation of IT Charges (17 April 19):– An update was circulated to all chiefs on the 27 June via ChiefsNet on work achieved to date. The report has been deferred to the January 2020 Chiefs' Council meeting once agreed through NPCC Finance Coordination Committee meeting - **Action open**.

**Action item** number 3.2.11 – National Staff Bank – PIP 2 Accredited Investigators (17 July 19): The remobilisation working group have identified an opportunity to align with a national programme led by the Home Office which is working towards providing guidance and a flexible framework to enable forces and collaborations to implement a talent resource acquisition and management solution. Given this opportunity, it would be beneficial for the remobilisation working group to continue to engage to see what opportunities there are to generate cashable savings. A costed proposal based on the recommended NPoCC option to build and maintain a database will be reported back to Chiefs' Council to the January 2020 meeting – **Action open**.

**Action item** number 3.2.14 – Police National Aviation Strategy (17 July 19): Chiefs have identified individuals from forces to help support the task and finish group. Work is progressing and a paper will be presented at the January 2020 Chiefs' Council meeting. – **Action open**.

**Action Item** number 5 – CT Policing (17 July 2019): An interim update would be circulated via ChiefsNet and a paper presented at the January 2020 Chiefs' Council meeting – **Action open**.

## **STANDING ITEMS**

### **3.1 Chair's Update**

#### **General**

The Chair provided his update, initially reflecting on how much the environment has transformed with changes in government and funding for policing. The Chair discussed the requirement for an additional 20,000 officers and actions taken to date to successfully deliver this 'uplift' to forces over the next three years. The increase in officer numbers will potentially help reduce crime, assist in managing demand and contribute to improving diversity in the police workforce so policing properly reflects the communities it serves.

The chair recognised there are also challenges that chiefs will face alongside the opportunities listed. He explained careful consideration needs to be given to the strategic position policing takes in the current political climate, stating the policing responsibility is to protect it's independence. Chiefs have been developing a good working collaborative relationship with the home office and there is further opportunity to influence government in a positive way which will be beneficial to policing and the public. The Chair told chiefs with the introduction of senior civil servants working in the NPCC central office this has made a positive difference in the way he can operate with ministers, including getting better notice of government communications and being more informed on the Home Office current positions.



The Chair informed chiefs of discussions from the previous National Policing Board which is chaired by the Home Secretary. He welcomed the Policing Minister attending Council on day 2 and this will allow chiefs the opportunity to outline their aspirations for the outcomes expected from policing as a result of increased resources.

### **Coordination Committee/NPCC Operating Model Review Update**

The Chair reported to Chiefs that the NPCC operating model review was underway and reported on progress. He stated the NPCC should focus on coordinating, collaborating and communicating as leaders of the police service. The operating model project is looking to understand what functionality would be beneficial to policing and the NPCC.

The current functions do not accurately reflect what the NPCC does and he suggested it is a priority for chiefs to think about how the strategic centre is developed. The operating model will look at enabling capabilities, governance and provide proposals around how the NPCC will be structured going forward. The project is looking at creating an 'engine room' to deliver national business and further work on direct central communications - consultation is ongoing with all stakeholders including coordination-committees.

Strategic goals will be achieved through successful implementation of the target operating model and this will include the policing network operating collaboratively with partners. Improved strategic development and prioritisation management with local police forces will provide consistent and effective approaches to capability delivery. Value for money is achieved through a better collective use of resources both for the NPCC and the policing network. Additionally, an evidence-based decisions approach requires timely access to data and information at a national level.

It is important to both achieve medium and long-term organisational goals while being able to respond to emerging issues as part of the core functionality of the operating model.

**Action:** Full options paper to be brought back to the January 2020 Chiefs' Council meeting.

### **Collective Working Discussion 'Supporting NPCC Leadership'**

Giles York and David Thompson led the discussion on collective working. They discussed options to improve support to those working to chief officer level. Chiefs discussed the challenge of transforming the NPCC and ensure that chiefs are able to encourage and support both current and future police leaders in their respective roles.

Chiefs were informed of the clear need to help induct new members into the NPCC, offering enhance support to new CCs, DCCs and ACCs. Potential training and development days were discussed including the introduction of a mentoring pool for new and existing chief officers. Chiefs recognised the need for a forum to discuss issues and the importance of CPD. It was suggested that a NPCC only conference for all chief officers could facilitate this.

Chiefs discussed having independence from Police and Crime Commissioners (PCCs) and spoke of the current erosion of operational independence from PCCs. Chiefs feel they need to challenge PCCs

when they go beyond their remit and they all agreed this should be raised with Government and the APCC to look at the current checks and balances.

Chiefs endorsed the need for a thorough system of continuous professional development in leadership roles for the service. Both leads agreed to work closely with the College of Policing to develop proposals.

Action: Dave Thompson and Giles York to turn their NPCC support proposals into a phased implementation plan.

Action: NPCC Chair to work with Mike Cunningham & Andrew Rhodes to create an influencing plan regarding the boundaries of authority, responsibility and accountability between the Home Office, Police and Crime Commissioners (PCCs) and Chief Constables.

Chiefs agreed to examine key statistics, issues raised and areas of concern to create an evidence base which looks at the factors behind the lack of diversity at chief officer level and reasons behind the reduction in the tenure of chief constables.

### **3.2 Items for Decision (Pre-Circulated)**

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

#### **3.2.1 Engage, Empower & Inspire – Forum for Senior BME Leaders**

Chiefs agreed and supported the paper.

#### **3.2.2 Digital Intelligence and Investigation Sustainment Strategy**

Chiefs agreed and supported the implementation of the strategy.

#### **3.2.3 National Citizens in Policing Strategy 2019-2023**

Chiefs agreed and supported the implementation of the strategy.

#### **3.2.4 National Employer supported Policing Strategy 2019-2023**

Chiefs agreed and supported the implementation of the strategy.

#### **3.2.5 Casualty Bureau and Systems Coordinator**

Chiefs agreed and supported the paper.

#### **3.2.6 National Investigators Examination**

Chiefs agreed and supported the paper.

#### **3.2.7 National Fraud Policing Strategy 2019-2022**

Chiefs agreed and supported the implementation of the strategy.

Action: Alastair Sutherland to share funding briefing document via ChiefsNet & liaise with the North East region on their concerns from the feedback.

### **3.2.8 PND National Gold Group**

Paper was withdrawn from the meeting. The below content has been redacted under s.31.

[REDACTED]

Action: Ian Dyson has sent a letter to Stephen Webb, Home Office on the concerns of control and ownership. If no appropriate response is received the matter will be brought back to Chiefs' Council in January 2020.

### **3.2.9 National Custody Training Provision Paper**

Chiefs supported option 2 from the paper.

Agreement for national standards with locally delivered courses. The paper has been returned to the Sponsor (Chair of the Criminal Justice Coordination Committee) for amendments & to circulate the agreed position on ChiefsNet.

Action: Updated position and agreement to be circulated on ChiefsNet.

### **3.2.10 Special Branch Funding Paper 20/21**

Chiefs agreed the paper subject to the sharing of a memorandum of understanding & further work on the financial arrangements by the CT Network.

## **4. SPENDING REVIEW (PART ONE)**

### **Operation Uplift**

Janette McCormick provided a presentation on the 20,000 Officer Uplift Programme. She described the difference between net and gross requirements and explained how attrition would mean that 53,000 officers will need to be brought into the system over the 3-year period. She added that by March 2023 32% of the service will have less than 3 years' service.

She spoke about some of the challenges involved with the various 'touch points' throughout the recruitment process and about current organisational readiness in terms of capacity for vetting, medicals, procurement and assessment centres.

Finally, she spoke about the ongoing recruitment campaigns and future plans.

Gary Ridley briefed chiefs on the financial data and some of the assumptions that have been made.

Martin Hewitt commented that there is a lot of work happening at a fast pace alongside Home Office. He stressed that data from forces is critical to understanding the current position and planning for the next three years.

Chiefs queried the numbers they should be aiming for in terms of recruitment targets and raised concerns about the lack of clear information at this stage, stating this could lead to risks in terms of building in costs into budgets that are not funded. Some forces have added extra elements to the recruitment process and chiefs asked about the what training the recruitment assessors have received.

There was a further discussion about the potential risks involved in recruiting such significant volumes of officers in a short space of time in terms of the potential for misconduct issues at a later stage. Janette McCormick reassured chiefs that standardisation in terms of assessors is being considered.

There was a discussion about the need for more Sergeants and Inspectors and a potential need to increase the frequency of the promotion processes. Janette McCormick reassured chiefs that this is being considered.

A short discussion followed about the opportunities and potential barriers to increasing workforce diversity and the need for chiefs to agree how transformative they want any changes to the recruitment process to be.

### **Serious Organised Crime Review**

Peter Goodman explained that the outcome of the one-year settlement was not particularly positive for Serious Organised Crime (SOC) but there is a commitment from the Treasury and Home Office to carry out an independent SOC Review. The interim findings will be released in December 2019 and the final report will be completed in January 2020. The review will be independently chaired and this post will be approved by the Home Office, Treasury and No.10. The terms of reference have been agreed, describing a whole system review from international to local, including funding and structures. Both the NCA and policing are working closely together. Peter Goodman reassured colleagues that he will keep them informed.

Scott McPherson provided an overview of Home Office activity. He described the spending round for the Home Office recently announced by the Chancellor as a good result. He reminded chiefs that there are many other pressures and, although there is budget increase, difficult choices remain. He explained there is a need to work through allocations within the Home Office and the police funding settlement needs to be completed by December.

No decision about next year's Police Transformation fund has been made but the budget is likely to be smaller and will look very different in terms of scope and the type of projects. He added that the fund must also be used to cover the end stages of some ongoing projects.

£100m serious violence funding has now been transferred to PCCs in the 18 forces and the Home Office is conscious that Violence Reduction Units require sustained funding. They hope that more money will be available next year. Ministers will want to consider in more detail precisely what this is spent on, for example, it may need to fund work on 'county lines'.

Some chiefs raised concerns about the continued budget pressures. Scott McPherson responded that he is happy to have individual conversations with chief constables about specific issues.

Steve Rodhouse on behalf of the NCA and Pete Goodman on behalf of Regional Organised Crime Units commented about the budget pressures which will impact on ongoing activity. Scott McPherson responded that the Home Office recognises the pressures on Serious Organised Crime, and that work is ongoing to better manage the budgets jointly across SOC, CT and policing.

Chiefs expressed concern about the allocation of funding in relation to the 20,000 officer uplift. Scott McPherson explained that the Home Office are working hard to ensure that the money is not just about officers, but also considers support staff, equipment, estate etc. He stated that the £750m is for the 20,000 police officer uplift and is highly unlikely to be used to spend on other priorities but there is still £120m savings from the police settlement to be found. Ministers have not yet decided where that saving will come from, but they are actively looking at this and it may come from core grant.

A discussion followed in which chiefs expressed concern about the differing impact on forces were savings to be made from the core grant.

A discussion followed about the wider criminal justice system. Martin Hewitt explained that he had emphasised to Home Office colleagues that a joined up approach must be taken as part of the officer uplift programme as the wider system will need to cope with 20,000 more officers.

## **5. WORKFORCE SESSION**

### **NPCC Representation & Diversity Update**

Ian Hopkins gave an update on the progress of diversity, equality and inclusion (DEI) strand. He explained that the strategic aim is to create a workforce which reflects the communities they serve. He said last march there was a request for survey data from forces allowing a national baseline to be produced. There will be a follow up request to forces at the beginning of November for survey data and this will show how forces are progressing against the DEI strategy.

He explained that there are several tools such as peer reviews, practitioners' network, self-assessments, survey data and HMICFRS assessment that will assist in implementing the strategy successfully.

The self-assessment tool will be launched at the DEI conference in November and these tools will allow policing to understand what to put in place to retain a diverse workforce for the future.

Ian Hopkins explained he has been working with Professor Les Graham in Durham and there are 39 forces who have engaged with them over the staff engagement survey. This survey focusses on leadership, support and inclusivity. Additionally, Andy Rhodes recommended that this work is aligned with the wellbeing survey and therefore there will be one survey sent to forces that tests both areas. Chiefs will receive 2 individual reports and importantly all findings will be anonymised and from the overall finding's interventions will be developed.

Ian Hopkins asked Chiefs to champion the survey in their own forces to ensure there is at least a 40% response rate. Also last week there was an engagement event with National Staff Networks to promote the survey and there was a positive response from the different associations.

Gareth Wilson is working with the College of Policing and colleagues to develop the evidence base to address the lack of representation of women and at a senior chief officer level. He is looking for each force to commit £1000 to finance this work and currently 28 forces have signed up to this. There is a letter from Gareth Wilson on Chiefsnet with contact details for forces to sign up to this

**Actions:**

Forces agreed to promote the 'Wellbeing and Inclusivity' survey which will be launched on the 4thNov 2019

**Pension and pay reform**

The below content has been redacted under s.31 and s.38.

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### **College of Policing Update**

Mike Cunningham confirmed that the Senior Police National Assessment Centre (Senior PNAC) course was complete. There were 92 candidates with 39 passing (42% pass rate). Of those who past 33 were police officers and 6 police staff. There were 8 candidates from a BME background and 2 were successful (25% pass rate). 18 women were successful (64% pass rate) and 21 men were successful (33%).

Gareth Morgan will be seconded to the College of Police (CoP) from December to lead on the Strategic Command Course (SCC). HMICFRS have made recommendations for changes to the SCC and Gareth Morgan and Mike Cunningham will meet to look at these changes.

The CoP are awaiting the outcome of the legal challenge on the new entry route and once a judicial review is completed the program can progress. The PEQF evaluation will come out at the end of this year and the CoP are continuing to work with forces. Mike Cunningham explained that IPDLP will cease but with the current uplift arrangements an end date will require flexibility.

CoP carried out a consultation to find out what skills chief officers would like included in the continuous professional development (CPD) events. Chief officers feedback on the following areas :

- Business and Executive skills
- Operational Skills
- Political Skills
- Horizon Scanning
- Roles Specific

There will be a CPD continuous professional development event will be facilitated by Deloitte on the 19th of November

Mike Cunningham explained that the CoP are supporting the uplift program through committing a resource to assist in increasing the number of recruits applying to the police. More specifically they are looking at 'Day One' to replace 'Search' because this system isn't fit for purpose anymore.

Chiefs discussed the following points:

- The potential for a shorter conversion course for the Police Degree where a candidate has an existing relevant qualification.
- Ensuring that the recruitment process hasn't built in disproportionality throughout each stage. The Metropolitan Police Service observed candidates from their recruitment process who didn't have English as their first language were less likely to be successful.
- CoP will centrally co-ordinate the advertising and interviews of those successful ACC on the SCC course.

Action: Mike Cunningham will re-circulate the paper on arrangements for the College of Policing to centrally coordinate the selection & interview process for Chief Constables vacancies post SCC 2020

## **6. OFFICER AND STAFF SAFETY REVIEW**

### **Officer safety**

The chair introduced this agenda item saying there were a number of high-profile incidents that have resulted in the taser campaign and the Home Secretary's announcement on funds to look into this. An extraordinary meeting is planned to allow chiefs to discuss and agree the next steps on officer safety.

Charlie Hall explained they have been working on this area for a month and there was a conference call for all chiefs at the beginning of September.

He provided the following update:

There is now a term of reference (TOR) after consultation with the staff associations and this has been circulated on ChiefsNet. The TOR covers the following areas:

- To provide an overview based on the existing evidence base on officer safety .
- Understanding the confidence that staff have around the arrangements for their safety and the public's perception of this.
- Looking at the suitability and effectiveness of the equipment that is issued to protect officers.
- The training of officers, in particular how effective it is it, how consistently is it delivered, and if de-escalation training is provided
- Welfare support for officers and staff
- Criminal justice outcomes and how policing improves some of this.

From this, a steering group has been set up and this will be chaired by Alan Pughsley.

Superintendent Amanda Tillotson covered the presentation making the following points:

The staff survey has gone live at the end of September and will end on the 21st of October.

There are two types of survey;

- 1) Experiences of officers being assaulted
- 2) Perception of officers who haven't been assaulted

There has been approximately 7500 (7.2%) responses to date.

Additionally, there will be an assessment of existing evidence and there will be review of data looking at how they can streamline and improve the accuracy of the data to inform decision making in the future.

The second area of the review is looking at the number of officers trained in taser use and this has increased since 2012.

The definition of 'front line' is inconsistent across the country – this definition needs to be reviewed.

A template will be sent out to each force asking how many taser trained officers each force has, what each force uplift looks like and what will the future uplift be. From this, they will review the impact on public perception.

Other work is the T7 Taser which is identified as suitable for covert carry and special constables to carry a Taser.

The review covering self-defence & arrest restraint will be led by Matt Twist. There is inconsistency nationally with training and officer safety training equipment.

Officer safety training governance will look at streamlining the national personal safety manual, addressing the shortfall of subject matter experts and look at ways to sustain the Independent Medical Science Advisory Panel.

Welfare support has been reviewed, finding there is inconsistency around the national plan, the occupational health capacity is limited. This impacts on getting staff the correct welfare and getting them back into the work place as soon as possible.

There has been an agreement to screen 5000 high risk roles for psychological support for and they are looking nationally at how high quality provision is available for large scale crisis events.

There will be a review of the criminal justice process including evidence capture for initial investigations, the role of the supervisor to ensure quality casefiles and 'no further action' decision by police/CPS and of sentences being applied.

Avon and Somerset are piloting body worn video to capture victim personal statements and these will be presented in court. Finally, there will be a review of opportunities for legislative changes.

Other work that is being carried out with the CoP is looking at the link between safety and legitimacy, looking at better data collection and developing a framework to assist Chief Constables decision making.

**ACTION:** Chief Constables to inform the project team of any pilots to enhance officer safety training & to contact the review team with any issues or concerns

## **7. REVIEW OF DECISIONS AND WRAP UP - See circulated decision and action table**

**Day 2: 09:00-14:00**

**3 October 2019**

## **8. EU EXITNPPC Chair Martin Hewitt introduced the presentations relating to EU Exit.**

**The below content has been redacted under: s.24, s.27, s.31, and s.38.**

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### **Performance Blockers**

Gareth Morgan provided an update on performance blockers.

He outlined the following findings:

- The lack of consistent use of out of court disposals (OCD) in some areas.
- Changes to the use of 28-day initial bail period.

- Factors which lead to extending the bail period is often outside police control.
- Policing needs to engage with OOC in a consistent way
- Consider extending the time period as well reducing bureaucracy related to these processes.
- Looking to government to provide clear parameters on how historic investigations are handled.
- Data recording has been identified as too onerous and a significant commitment for officers.
- Crime recording was the primary processes that was reported as a time-consuming activity by several forces.

Crime definitions have created significant complexity in identifying, investigating and recording crimes. In the case of burglary, there are 25 pages of requirement guidance. When the Home Office are creating definitions, they do not necessarily considering operational policing needs. Peter Goodman commented that based on initial benchmarking the capacity required to manage the data requirements for crime recording across policing equated to the size of a medium force.

Gareth Morgan said it is essential that all work undertaken is meaningful and that we understand where data is to be used and for what purpose. Available technology and methods of streamlining and accelerating work needed to be explored. He said there is an ongoing issue with the involvement of policing in areas that may not always fall under the responsibility of policing. It is accepted that this work needs to be done but clarity is required on what is the responsibilities of policing is in some areas. There is the potential for these demands to increase in the future with the implementation of the Police Uplift Programme, as perceived increases in resources are not reflected in partner agencies and further demands are placed at policing.

## **9. SPENDING REVIEW (PART TWO)**

All chiefs thanked the Policing Minister for his participation and time at the meeting and his willingness to engage so directly.

The policing minister thanked the chair for the opportunity to address chiefs at council. He said he was aware of that data requirements on them are time consuming and that officers were now having use up resource doing this rather than focussing on dealing with and preventing crime.

However, he did recognise that being able to provide a modern crime response successfully is by using data to understanding what is happening and what the possible resolutions are - numbers and data do matter. He said he is aware of the burden that is placed on policing by other agencies, historical investigations and that missing persons are a huge issue. He also recognised that

Kit Malthouse said he is considering some high level 'aspirations' which includes some priorities set by the Prime Minister which are violence, county lines and neighbourhood crime. These need to sit alongside forces local priorities and managing systemic national issue such as counter terrorism and prevention. He explained that violence including homicide should be a primary focus and he would like the murder rate to decrease to the levels seen five or six years ago. This target would influence a series of preventative action such as driving down domestic abuse, repeat offenders and looking at how vulnerability is being assessed to implement preventative interventions such as sobriety

bracelets. He explained that guns, gangs and knives must also be a focus and therefore looking at how tools such as intercept could be used to prevent and drive crime down.

Kit Malthouse said that county lines must come to an end, the standard approach is not working – people are being arrested and charged but they are simply replaced by more criminals. He feels that the solution is to focus on disrupting the transport system and therefore interfering with gang's ability to move drugs around.

Summing up he felt the approach should be a simple one looking at a basket of indicators including:

- Homicide
- Violence
- County lines
- Theft of vehicles
- Burglary
- Public perception of crime e.g. visibility, satisfaction or confidence

The following points we discussed:

- National systemic issues need to be managed using a tri-partite approach and cannot be solely a police responsibility. Clarity on the remits of the different boards would be welcome.
- Definitions behind counting rules need careful consideration in order to be meaningful and the minister feels using long term patterns is more useful than reacting to short term rises or falls.
- Consultation has identified that victims of some crimes may not always require police sanctions to be their only driver of victim satisfaction or positive outcomes.
- The ethical issues around the use of facial recognition needs to balance the consent of the public versus the requirements for a policing technology framework assisting the detection crime.
- County lines crosses several services including health, drugs and social services and underpinning all of this is the exploitation of vulnerable people including child sexual exploitation.
- The relationship between police crime commissioners and police chiefs needs clarity to re-affirm that this governance process was set up to achieve independent operational delivery of public and national aims overseen by accountability structures.
- There were concerns about the overall delivery, increasing investment and scrutiny of ESN (the national technology programs).
- Pay reforms was raised as a key area of discussion between chiefs and staff association.

**10. ANY OTHER BUSINESS AND SUMMARY OF DECISIONS & ACTIONS - See circulated decision table**

Chiefs noted the Crown Prosecution Service (CPSD) charging executive summary update circulated as part of AOB.

No other AOB's were recorded for the meeting.

**DATE OF NEXT MEETING**

The next meeting will be held on **15-16 January 2020**.