



# AGENDA

## CHIEF CONSTABLES' COUNCIL

Date: 29-30 March 2023

Hosted: **\*\*S31\*\***

### Day 1 – 29 March 2023

Session	Topics	Lead
<b>Session 1</b> 09:00 – 10:00	<ul style="list-style-type: none"> <li>• <b>Minutes for approval – February 23 meeting</b></li> <li>• <b>Action Log</b></li> <li>• <b>Parish Notices</b></li> <li>• <b>Chair’s Update</b>                      Coordination Committee Review                      Hub Sustainable Funding                      Hub Survey and Benefits                      NPCC s22a Collaboration Agreement Update                      National Public Anti-Abuse and Corruption Line</li> <li>• <b>NPCC Committee Chairs Planning Meeting Update</b></li> <li>• <b>NPCC Future Financial Planning Review</b></li> <li>• <b>Crime / Incident Recording &amp; Counting Rules</b></li> <li>• <b>Sustainability Update</b></li> <li>• <b>Regional Papers:</b></li> <li>• NPCC Criminal Justice Coordination Committee Update and National Charging Strategy</li> <li>• National Cyber Security Incident Response Strategy</li> </ul>	Martin Hewitt  Martin Hewitt  Martin Hewitt Tracy Holyer Tracy Holyer Tracy Holyer  Gavin Stephens  Paul Sanford  Chris Rowley  Lianne Deeming

<p><b>Session 2</b> 10:00-10:30</p>	<ul style="list-style-type: none"> <li>• <b>Police Race Action Plan – Improving Policing for Black People</b></li> <li>- Update from the ISOB Chair</li> </ul>	<p>Tyron Joyce</p> <p>Abimbola Johnson</p>
<p><b>Session 3</b> 10:30-11:15</p>	<ul style="list-style-type: none"> <li>• <b>Trust and Confidence Discussion</b></li> </ul>	<p>Martin Hewitt</p>
	<ul style="list-style-type: none"> <li>• <b>Break</b></li> </ul>	<p>15 Minutes</p>
<p><b>Session 4</b> 11:30-12:30</p>	<ul style="list-style-type: none"> <li>- <b>Local Policing Coordination Committee</b></li> <li>- Right Care, Right Person</li> <li>- National Contact Management</li> <li>- Digital Public Contact</li> </ul>	<p>Lisa Winward</p> <p>Rachel Bacon Alan Todd Simon Megicks and Anthony Josephs</p>
	<ul style="list-style-type: none"> <li>• <b>Break</b></li> </ul>	<p>15 Minutes</p>
<p><b>Session 5</b> 12:45-13:55</p>	<ul style="list-style-type: none"> <li>• <b>HMICFRS Update</b></li> <li>- PEEL Inspections</li> <li>- Practice Bank Demonstration (College-led / Joint Item)</li> </ul>	<p>Andy Cooke and Suzette Allcorn</p> <p>Rachel Tuffin</p>
	<ul style="list-style-type: none"> <li>• <b>Lunch Break</b></li> </ul>	<p>1 Hour</p>
<p><b>Session 6</b> 14:55-15:55</p>	<ul style="list-style-type: none"> <li>• <b>Police Science and Technology</b></li> <li>- Achievements and Plans Reporting back on the Survey Results</li> <li>- Science and Technology Recommendations from the House Productivity Review</li> <li>- Discussion on Recommendations on Science and Technology in conjunction with the Productivity Review</li> <li>- Science and Technology becoming a Coordination Committee Discussion</li> </ul>	<p>Paul Taylor</p> <p>Jeremy Vaughan</p>
<p><b>Session 7</b> 15:55-16:40</p>	<ul style="list-style-type: none"> <li>• <b>**S23**</b></li> <li>- National Strategic Assessment</li> <li>- <b>**S23**</b> Strategy</li> </ul>	<p><b>**S23**</b></p>
<p>16:40-17:00</p>	<ul style="list-style-type: none"> <li>• <b>All Chiefs Photo</b></li> </ul>	<p>All Chiefs</p>
<p>19:00 for 19:30</p>	<ul style="list-style-type: none"> <li>• <b>Police Sport UK Awards Evening and Dinner</b></li> </ul>	<p>All Chiefs</p>

**Day 2 - 30 March 2023**

<b>Session</b>	<b>Topics</b>	<b>Leads</b>
<b>Session 8</b> 08:30 – 09:00	<ul style="list-style-type: none"> <li>• <b>Review of Productivity in Policing Update</b></li> </ul>	Roisha Hughes
<b>Session 9</b> 09:00 – 09:30	<ul style="list-style-type: none"> <li>• <b>Independent Office for Police Conduct (IOPC)</b></li> </ul>	Tom Whiting
<b>Session 10</b> 09:30 – 10:15	<ul style="list-style-type: none"> <li>• <b>Workforce Coordination Committee</b> <ul style="list-style-type: none"> <li>- PUP Evaluation</li> <li>- Uplift Information Hub</li> <li>- Moratorium on Transferees Discussion</li> </ul> </li> </ul>	Pam Kelly  Janette McCormick Janette McCormick Janette McCormick
<b>Session 11</b> 10:15 – 10:30	<ul style="list-style-type: none"> <li>• <b>Continuous Integrity Screening Update</b> <ul style="list-style-type: none"> <li>- Historic Data Wash Update</li> </ul> </li> </ul>	Serena Kennedy
	<ul style="list-style-type: none"> <li>• <b>Break</b></li> </ul>	30 Minutes
<b>Session 12</b> 11:00 – 11:45	<ul style="list-style-type: none"> <li>• <b>Transforming Forensics Update</b> <ul style="list-style-type: none"> <li>- FCN Review</li> </ul> </li> </ul>	Nick Dean
<b>Session 13</b> 11:45 – 12:15	<ul style="list-style-type: none"> <li>• <b>Minister of State for Crime, Policing and Fire</b> <ul style="list-style-type: none"> <li>- <b>Message from the Prime Minister to all Chiefs (Video Recording)</b></li> </ul> </li> </ul>	Rt Hon Chris Philp MP
<b>Session 14</b> 12:15 – 13:15	<ul style="list-style-type: none"> <li>• <b>Delivery Landscape Reform Programme</b></li> </ul>	Jo Farrell
	<ul style="list-style-type: none"> <li>• <b>Lunch</b></li> </ul>	45 Minutes
<b>Session 15</b> 14:00 – 14:45	<ul style="list-style-type: none"> <li>• <b>CT Policing Update</b> <ul style="list-style-type: none"> <li>- Threat and operational update, incl. Counter States Threats (CST) update</li> <li>- Manchester Arena Inquiry Vol3 – including Preventability</li> <li>- Progress since Manchester Arena Inquiry Vol2</li> <li>- Links to local policing in CT and CST</li> </ul> </li> </ul>	Matt Jukes       Vicki Evans
<b>Session 16</b> 14:45 – 15:30	<ul style="list-style-type: none"> <li>• <b>Crime Coordination Committee</b> <ul style="list-style-type: none"> <li>- SOC Update (including SOC Uplift)</li> <li>- Update on Cyber and Economic Crime</li> </ul> </li> </ul>	Louisa Rolfe   Steve Jupp Angela McLaren

	<ul style="list-style-type: none"> <li>• <b>Break</b></li> </ul>	15 Minutes
<b>Session 17</b> 15:45 – 16:45	<ul style="list-style-type: none"> <li>• <b>College of Policing</b></li> <li>- PEQF Optimisation and 4<sup>th</sup> Route</li> </ul>	Andy Marsh
16:45 – 16:50	<ul style="list-style-type: none"> <li>• <b>Wrap up and AOB</b></li> </ul>	



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<b>Force/Organisation:</b>	NPCC
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## Chief Constables' Council Minutes

1-2 February 2023

### Attendees

AC Martin Hewitt	NPCC Chair
DCC Nikki Watson	Avon and Somerset
A/CC Trevor Rodenhurst	Bedfordshire
CC Nick Dean	Cambridgeshire
CC Mark Roberts	Cheshire
Cmsr Angela McLaren	City of London
CC Mark Webster	Cleveland
CC Michelle Skeer	Cumbria
CC Rachel Swann	Derbyshire Constabulary
CC Will Kerr	Devon and Cornwall
CC Scott Chilton	Dorset
CC Jo Farrell	Durham
CC Dr Richard Lewis	Dyfed-Powys
DCC Claire Parmenter	Dyfed-Powys
CC Ben-Julian Harrington	Essex

CC Rod Hansen  
CC Stephen Watson  
CC Pam Kelly  
CC Ben Snuggs  
CC Olivia Pinkney  
CC Charlie Hall  
CC Lee Freeman  
CC Tim Smith  
CC Chris Rowley  
CC Rob Nixon  
CC Chris Haward  
CC Serena Kennedy  
DCC Ian Critchley  
AC Nick Ephgrave  
Cmsr Mark Rowley  
AC Matt Jukes  
AC Barbara Gray  
CC Andy Adams  
CC Amanda Blakeman  
CC Paul Sanford  
CC Nick Adderley  
CC Kate Meynell  
CC Winton Keenan  
DCC Debbie Ford  
DCC Mabs Hussain  
CC Lisa Winward  
Sir Iain Livingstone  
DCC Mark Hamilton  
ACC Alan Todd  
CC James Vaughan  
CC Lauren Poultney  
CC Chris Noble  
CC Rachel Kearton  
CC Gavin Stephens  
CC Jo Shiner  
CC John Campbell  
CC Debra Tedds  
CC Pippa Mills  
CC Craig Guildford  
CC John Robins  
CC Keir Pritchard  
CC Lucy D'Orsi  
CC Simon Chesterman  
CEO Andy Marsh  
\*\*S23\*\*  
Colonel Kris Rotchell

Gloucestershire  
Greater Manchester  
Gwent  
Hampshire  
Hampshire  
Hertfordshire  
Humberside  
Kent  
Lancashire  
Leicestershire  
Lincolnshire  
Merseyside  
Merseyside  
Metropolitan Police Service  
Metropolitan Police Service  
Metropolitan Police Service  
Metropolitan Police Service  
Ministry of Defence Police  
North Wales  
Norfolk Constabulary  
Northamptonshire  
Nottinghamshire  
Northumbria  
Northumbria  
North Yorkshire  
North Yorkshire  
Police Scotland  
Police Service for Northern Ireland  
Police Service for Northern Ireland  
South Wales  
South Yorkshire  
Staffordshire  
Suffolk  
Surrey  
Sussex  
Thames Valley  
Warwickshire  
West Mercia  
West Midlands  
West Yorkshire  
Wiltshire  
British Transport Police  
Civil Nuclear Constabulary  
College of Policing  
\*\*S23\*\*  
Royal Military Police

Wg Cdr Mike Dixon  
Wg Cdr Nicholas Card  
Cmdr Dean Oakley  
CO Ruari Hardy  
CO Robin Smith  
CO Gary Roberts  
CC Chris Eyre  
Cmsr Ian McGrail

Royal Airforce Police  
Royal Airforce Police  
Royal Navy Police  
Guernsey Police  
States of Jersey Police  
Isle of Man Police  
Sovereign bases of Royal Cyprus Police  
Royal Gibraltar Police

### **In attendance**

Act Exec Dir Yvonne Cooke  
DCC Janette McCormick  
Professor Paul Taylor  
Sir Stephen House  
AC Stephen Jupp  
Lianne Deeming  
DCC Tyron Joyce  
DCC Maggie Blyth  
Clare Lynch  
Jonathan Johnson  
Andy Johnson  
Bethan-Page Jones  
Melanie Williams  
Lowrie Proctor  
ACC Owen Weatherill  
Gemma Stannard  
Hannah Hart  
Richard Hampson  
Inderjit Malhi  
Jonathan Malcolm  
Anil Mander  
Mark O'Donoghue  
Fi Greenlees  
Andy Begent  
Chloe Butcher  
Victoria Arnott  
Vicky Reay  
\*\*S40\*\*  
Cathy Willis  
Nazmin Lalaounis  
Megan Ramsay  
Khaleda Begum  
Claire Gardner

Garda Police  
Operation Uplift  
NPCC Chief Scientific Officer Policing  
National Police Productivity Team  
Serious and Organised Crime Lead  
CEO BlueLight Commercial  
Police Race Action Plan Lead  
NPCC Violence Against Women and Girls Lead  
Home Office  
Home Office  
Home Office  
Home Office  
NPCC Performance Management Coordination Committee  
NPCC Performance Management Coordination Committee  
National Police Coordination Centre (NPoCC) Lead  
NPCC Strategic Hub Lead  
NPCC Strategy, Planning and Performance Lead  
NPCC Business Support Manager  
NPCC Finance Committee Coordinator  
NPCC Digital, Data and Technology Coordination Committee  
NPCC Staff Officer to NPCC Chair  
NPCC Staff Officer to Strategic Hub Lead  
NPCC Freedom of Information Act Officer  
NPCC Data Protection Manager  
NPCC Strategy, Planning and Performance Team  
NPCC Government Liaison  
NPCC Business Support Officer  
NPCC Business Support Officer  
NPCC Executive Assistant to NPCC Chair  
NPCC Business Support Officer  
NPCC Business Support Assistant  
NPCC Business Support Officer  
NPCC Audit and Assurance Officer

## SESSION 1:

### MINUTES AND ACTIONS FROM PREVIOUS MEETING

The minutes for the previous meetings held were agreed:

**Decision:** December 2022 – Agreed

#### Action Log

**Session 1 (December 2022)** – Non-Crime Demand – Right Person, Right Care – (Action Owners: Rachel Bacon): Following the regional feedback above a meeting should be held with Andy Cooke on behalf of His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and Independent Office for Police Conduct (IOPC) re Core Responsibilities discussion.

**Response:** IOPC - dialogue has been started between the relevant policy leads and NPCC Mental Health portfolio. They are sighted on the development of Right Care Right Person principles and have asked for more info and to be included in the development of the guidance. They will consider this in reference to past findings and recommendations provided to forces and agree to being a stakeholder on this work going forward. HMICFRS - arrangements are currently being made following the appointment of the Project lead for the Right Care Right Person Project for a meeting between the NPCC & College of Policing with Andy Cooke to seek continued engagement throughout the development of this guidance. We have already started some HMICFRS engagement based on the findings of the police efficiency, effectiveness and legitimacy (PEEL) inspection of Humberside and they have graded this work as 'Innovative Practice'. All parties are also engaged with HMICFRS through the thematic inspection of mental health in the criminal justice system report which shares some commonality on workstreams.

**Session 7 (December 2022)** – eg Ceo of Policing - Policing Education Qualifications Framework (PEQF) and Initial Police Learning and Development Programme (IPLDP) (Action Owner: Andy Marsh): College to bring back principles for fourth route proposal including wider costs associated with this to July 2023 Chiefs' Council.

**Response** – College on course to provide a paper for the July Chiefs' Council meeting. An update on progression will form part of the College update at the February Chiefs' Council meeting.

**Session 9 (December 2022)** Budget Announcements and Impact on Policing- (Action Owner: Gavin Stephens):

**(Action 1)** - Agreed that work to review all NPCC teams and functions funded through local force contributions into the national operating budget should be undertaken, including looking at amount of funding, reserves and prioritisation. Paper to be brought back to Chiefs' Council.

**(Action 2)** - Overview of the settlement once published will be shared with all chiefs.

**(Action 3)** - Inflation and market impacts for cost increases review work with BlueLight Commercial (BLC) will be circulated in the new year to all chiefs.

**Response** – Updates on all three actions will be given in session 2 at the February Chiefs' Council meeting.

**Session 12 (December 2022)** – Digital, Data and Technology (DDaT) Update - (Action Owner: Jo Farrell): Bring back Cyber Security threat response update to the February Chiefs' Council meeting.

**Response** – This was discussed at the DDaT meeting on the 18 January and agreed to be deferred to the March Chiefs' Council meeting.

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

The chair welcomed visitors to Council. The following new appointments and honours were welcomed at the meeting:

### **Parish Notices**

**Decision:** Chiefs noted all the new appointments and recent retirements of chief constables.

- The Chair welcomed Will Kerr as the newly appointed CC in Devon and Cornwall.
- This meeting is Andy Adams' last CCC. Melanie Davis will take over in a temporary role for the MoD.
- It will also be Kier Pritchard's last CCC – he will be working on ESN before he goes on pre-retirement leave and we will need to find someone to step in to take on the ESN work.
- Catherine Roper will be replacing CC Kier Pritchard in Wiltshire and will be starting later this month.
- Tim Smith, newly appointed CC in Kent was welcomed to CCC.
- Tim De Meyer will be the new CC to replace Gavin Stephens in Surrey.
- Amanda Pearson will be the new CC in Dorset for when Scott Chilton moves to Hampshire when Olivia Pinkney retires.
- Vanessa Jardine will replace Winton Keenan in Northumbria.
- Paul Sanford has been appointed as the Chair for Finance Coordination Committee to replace Gavin Stephens.

### **Chair's Update**

#### **Home Secretary (HS) Correspondence**

**Decision:** Chiefs agreed that responding to the HS letter is a matter for Chiefs and their PCC and they will make a local decision. Examples were given from a number of chiefs but there will be no central direction on this.

#### **Policing Protocol/ Strategic Policing Requirement (SPR)**

There has been some movement regarding this document. It is currently being circulated around other government departments prior to publication. The Home Office expects that it will be published in the first week in March and at the very latest on 08/03 which is International Women's Day. Chapters in this document will include Violence Against Women and Girls (VAWG) but there are also chapters on Terrorism, Serious Organised Crime, National Cyber Crime, Child Sexual Abuse and Civil Emergencies.

The Fraud section has been strengthened with more expectation on forces to follow the City of London in terms of resources and the National Fraud Strategy which is being developed is strengthened. There are new paragraphs about organised immigration crime and an expectation that forces are working with other partners. There is a focus on Protest and Protest removal team capabilities.

Observations and questions were raised about capability, cost and governance with the need to have a national response - some of these things cost money and if it is a strategic policing requirement how is funding to be organised and what is the Home Office and Treasury's responsibility?

It was agreed that it would be beneficial to have a meeting at the appropriate time for Chiefs to agree a national response and as this is a document for the PCCs to make sure they work with the APCC.

**Decision:** Chiefs noted the expectation that the revised SPR publication date will be the 8 March.

**Action:** Extraordinary Chiefs' Council meeting will be planned in to allow chiefs to discuss the SPR when launched to help coordinate implementation.

### **Hillsborough Families Report Published**

The Hillsborough work was reasonably and honestly reported.

The individual letters to Chief Constables received from the Home Secretary in late December were discussed, which contained individual commentaries about force performance and a discussion took place in the meeting about how forces are responding. However as this is a matter for local forces, it is not something that would require a response on a national level.

Forces will be receiving, if they haven't already, a letter from the Home Office pointing out the latest iteration of the Criminal Justice?? (CJ) dashboard.

There is still no clarity on what the position is with the Policing Protocol and the SPR The Chair will be meeting with the Home Secretary where both these issues will be raised, as there has been an update on the SPR but no update on where things are with the Policing Protocol.

**Decision:** Report and update circulated to all forces via ChiefsNet and externally.

### **CJ Coordination Committee Chair Role**

**Decision:** Chiefs agreed the role must be filled given the importance of this and would encourage applications.

**Decision:** NPCC Hub to review support to the role holder and share this with chief officers once complete.

**Action:** Advert will be re-advertised on ChiefsNet to all chiefs to apply.

### **National Interpreters Portfolio**

**Action:** Advert will be re-advertised on ChiefsNet to all chief officers to apply.

### **Uniform Working Group Lead**

**Decision:** Chiefs agreed to encourage applications for the role from their respective force chief officers.

**Action:** Advert will be re-advertised on ChiefsNet to all chief officers to apply.

### **Criminal Justice (CJ) Dashboards**

**Action:** Chiefs noted the update and the chair confirmed a letter re CJ dashboards from the Home Office will be sent to all chiefs and be shared on ChiefsNet.

### **Chief Officer Briefing Highlighting the benefits of the NPCC**

**Action:** Briefing will be circulated to all chiefs on ChiefsNet.

### **International Coordination Committee update**

**Decision:** Chiefs supported the direction of travel as follows:

- Support for international deployments.
- Supported suitably qualified and experienced officers from your force applying to the Cadre providing thematic support and development for international programmes.
- Supported the proposed IPAS online forum where the impact of international development will be

discussed in more detail.

- Supported IPAS POC with each in-force Overseas Security and Justice Assistance (OSJA) lead.
- Chiefs agreed IPAS can help with a bespoke 1-2-1 meeting for them with their respective Police and Crime Commissioners (PCCs).

### **Supporting Strike Action**

The Fire Service have voted to go on strike. There are ranges of people who are members and for some Fire Services Departments, this goes up to Chief Fire Officer level.

This is a control room issue with fire service departments having to feed in their resilience and Business Continuity Plans to government. There is a mini-Cobra meeting to discuss fire disputes. For some Fire Service Departments, their Business Continuity Plans states if they have real problems in their control room due to staff shortages, calls can be picked up by police staff in their control room.

In terms of fire, there were some initial conversations before in early December in terms of what the Police might undertake if the fire services elected to go on strike. The discussions started with whether the Police would be able to provide basic low-level fire-fighting functions, in which the answer is no, on the basis that the Police are not trained and equipped to deal with such emergencies and this would conflict with their core day jobs. There was the request for Fire Control room support. Although the demand on call handling is much smaller, there is still the need to look at the Police's own demand with some police forces already experiencing issues in terms of managing call demand which needs to be taken into consideration.

There have also been questions asked around whether the Police would be able to drive fire tenders which would involve HGV driver training, a skill set the Police have not received training for and also whether they would provide officers as pilots for navigation. In the modern age, this is not an issue with technological solutions for this.

In terms of Ambulance strikes, a firm line has been taken. There has been some comms sent out nationally which have been re-issued and the Police's own call demand must come first.

Some discreet support has been provided in terms of border force. There are some overlaps with core business at ports and airports, for example firearms, detention, custody provision overlaps naturally with their own core capabilities. There is some work being coordinated on this. Forces are engaged at a local level were impacted and has been handled at a local level.

The Home Office understands the Police's position and the focus on our own demands must come first. Chiefs discussed the fire control room issue and agreed that a national response would be helpful. The collective decision as to whether to support control rooms was nationally a no (some forces may already have local force agreements and MOUs in place) on the basis that among other factors, the overriding issue was the already overstretched demand on staff and services would be too great.

**Decision:** Chiefs collated view was to agree not to support the national position from the fire brigade due to demand pressures on the police service. In extreme situations the police service will step in and help where possible with the caveat if a force has an MoU in place locally with their respective fire brigade partners this will be a local based decision to support in differing circumstances.

**Action:** National Police Coordination Centre (NPoCC) Lead to write up summary of points from the discussion with the agreed position and circulate to chiefs and externally.

### **Police Race Action Plan (PRAP) – Improving Policing for Black People**

A thank you was expressed to Chief Constables who have responded to the survey findings. Over half

suggested some tweaks and of those 21 are NPCC portfolio leads. The plan will be launched on 3<sup>rd</sup> April. There will be some clear definitions on what activity is owned by the central PRAP team, what is owned by portfolio leads and what is local activity.

A specific service will be commissioned from NPCC comms to deliver more effective and consistent language around the Race Action Plan. Reflecting on the findings of the survey feedback, 30% of staff who are Inspectors and above understand the direction but feel it will make no difference locally to improve trust and confidence within communities and no difference in terms of representation of recruitment of black staff, 30% are apathetic, some are silent and not understanding the priority. There is a plea for those that are silent to build this into their daily business within their force.

**SRO Update:** – The new Chair has attended his first programme board. Taking a fresh look at timescales, delivery, budgets etc. There will be monthly programme board meetings. This is an important part of the rebuilding trust and confidence work. There is a gap in rebuilding confidence with Women and Girls on standards issues and Street Safety and a gap with black communities too. Looking at the breadth and range of the actions there is at least a 3-year programme of work. The Scrutiny Oversight would like to provide a written update for colleagues on what the view of the scrutiny board is.

**Taser Update:**

Under the plan it was agreed to commission a piece of work regarding the disproportionality of taser with black men being six times more likely to be subjected to the use of taser. The Project was agreed and consumed within the Race Action Plan. There have been difficulties with the abstraction of statistics. The Chief Constables who agreed to be part of this programme have been written to. The commitment of the data from West Midlands and the Metropolitan Police is critical as currently there is not enough data for the analysts to go through. With some forces it is impossible to abstract this information due to how it is recorded.

A thanks was expressed to those that have helped review obstacles to extract this data. However, some of the ways taser use is recorded is inconsistent and forces will be written too with suggestions as to how to better record this information. ultimately if there is not enough data, they cannot deliver the project. There may be a plea coming out for forces to request more data with forces support being very much welcomed on this.

**Decision:** Chiefs noted the update and next steps with the planned launch on the 3<sup>rd</sup> April to all forces.

**Action:** The central team are now considering the findings of the Chief Constable Survey and a final draft will be circulated to Chiefs for consideration before the March Chiefs' Council meeting.

**Action:** Over the upcoming months the central team will highlight icebreaker forces who demonstrate good practice and will be advertising this, sharing and discussing at the next Chiefs' Council meetings.

**Action:** PRAP team to share the launch of the webpage offering a performance dashboard with all chiefs and forces via ChiefsNet.

**Action:** Independent Scrutiny and Oversight Board (ISOB) Chair will be invited to the March Chiefs' Council meeting to provide an ISOB assessment input.

**Police Race Action Plan – Improving Policing for Black People (Taser Update)**

**Action:** Lead will write out to chiefs with suggestions on better ways to record data across forces (improve consistency).

**Decision:** Chiefs supported a deep dive into data across forces.

## **Regional Papers**

**Decision:** All decisions and actions from the regional papers are listed in the circulated slides contained within the Council pack:

### **Foreign Influence Registration Scheme**

**Decision:** Chiefs supported and noted the paper.

### **Revised NPCC Victims Right to Review (VRR) Guidance**

**Decision:** After discussion at the regional conference call the concerns above were addressed and chiefs supported the revised NPCC VRR guidance.

### **Public Facing Digital Crime and Performance Pack**

**Action:** Author to liaise with the regions on the feedback provided (see pack for regional feedback).

**Decision:** Paper will be discussed in session 4 as a substantive item at the February CCC meeting.

### **HMICFRS Recommendations on the Police Response to CyberCrime**

**Action:** Author to liaise with the regions on the feedback provided (see pack for regional feedback).

**Decision:** The majority of Chiefs favoured option 2 however due to the lack of clarity about definitions and impact of national / regional work on local operational independence this paper will be discussed in session 7 as a substantive item at the February CCC meeting.

### **Neighbourhood Policing Performance Framework Update**

**Action:** Author to liaise with the regions on the feedback provided (see pack for regional feedback).

**Decision:** Paper will be discussed in session 3 as a substantive item at the February CCC meeting.

## **Session 2 – The National NPCC Operating Budget 2023-24 (including budget papers)**

### **National Operating Budget for 2022-23**

Slides presented to Chiefs looked at Police and Crime Commissioner (PCC) and partner contributions, due to the underspend of programmes and because of reserves decisions were made at the last Chiefs' Council. A summary of existing functions were presented on as well as the one-off programmes for 2022-23.

Funding requests for 2023-24 were presented on and all requests received, can be accommodated and within the scope of the budget. As agreed at the last Chiefs' Council it will be attached to the net revenue expenditure contribution from the previous year. It was confirmed NPCC will not be asking for any increase.

NPCC Finance Coordination Committee Chair spoke about some colleagues holding reserves in anticipation of redundancy costs with the central reserve position, the idea is risk is managed for all. Last year the budget did have to step into the national forensics area and there were some one-off payments.

A question raised was around ownership and housing of teams; when a Chief Officer lead has moved force the team remains in the initial host force. The proposal now is to move the team with the Chief Officer and to think about how Chiefs want to manage that situation in the future. Do Chiefs want the automatic moves of teams when Chief Officer moves and move risk across or do we want to manage it in situ. Adjustments for the year were presented on, particularly on the forensic collision investigation network which is not as much as was expected, and ongoing funding agreed for PBA stone.

The funding picture for 2023-24 slide gave the headlines of what is left and the rolling over of the reserve balance giving a headroom of £100k to invest in 2023-24.

A reminder was presented to chiefs on delegation levels and agreed £50K could be decided by Finance Committee, with anything over and above this would need to come back to Chiefs' Council for agreement. The team has seen when reviewing line items that functions want to add in additional members of staff into their operating function. As an example, National Wildlife Crime Unit want to use their reserves which is more than £50K to add a Superintendent's post; do Chiefs want to review this back at Council or manage through coordinating committees.

Everything has been taken into consideration, there is a reserve level of just over 1% at the national operating budget. As a consequence of the decision made at last the last Chiefs' Council around reserves there is some headroom. It was acknowledged that there are some items which may still need to be added for consideration, for example Op Bridges.

NPCC Finance Coordination Committee Chair reminded Chiefs that Bridges was a one-off item on the 2022-23 slide, but the proposal is it may need to be carried over into future years. Expectation is it will be the third of the cost from before, if no objections, we will look at absorbing within this year's costs. Chiefs agreed.

Chiefs commented that there is a definite need for to retain and increase the head room within the vetting and standards team. NPCC Finance Coordination Committee Chair said that although in 2022 that was a one-off cost that's been forecasted to be rolled over, and £60K was transferred over to Warwickshire for the roles. Chiefs suggestion was this may need to be doubled judging by the volume of work. NPCC Finance Coordination Committee Chair said this would eat into the headroom for next year but should still be just within budget.

Chiefs the concern that although couldn't argue with any of the bids, eating into the reserve level, this will impact ability to react if the assumed anticipatory 2% pay increase in year is higher, and would need to go back out to forces and to be aware of that. The chair confirmed the pressures on pay would not just challenge forces locally but also the headline number on the budget as vast majority is staffing costs.

Chiefs discussed the bids and confirmed when events happen like the vetting issues required or Bridges, these areas should be allocated money to ad hoc resource over a period of time to resolve but should be clear as long as it's a finite period. NPCC Finance Coordination Committee Chair confirmed the team have been looking at this in detail and will be taking a fresh look at resourcing and needs for forecasting ahead. Now the operating budget is in a reasonable shape and coordinated in one place to take 2023-34 and do a more substantive prioritisation exercise during the year.

Chiefs discussed and felt the transfer of hosting, needed a wider debate, but automatic transfer is not purely within the gift of Chiefs. PCC's have a huge element of debate in this area especially in relation to the risk of liability. NPCC Finance Coordination Committee Chair said it would be worth picking up the action to look into the hosting arrangements.

NPCC Finance Coordination Committee Chair is keen for a review within the coordination committees to get into the detail of managing finance levels for staffing and good governance. It was agreed when picking up the action on hosting arrangements a small task and finish group between the Finance Committee and Workforce Committee would work up and agree some principles in this area.

Chiefs commented on the hosting and transfer of portfolio staff and officers and welcomed a position on this topic. Discussion and review of hosting arrangements was further supported by chiefs. Suggestion from chiefs for hosted function centrally within NPCC and a review of how this could work would be welcomed.

NPCC Finance Coordination Committee Chair confirmed there is work ongoing around medium-term financial plan (MTFP) for programmes which is projected to be presented by the end of April. The new NPCC Finance Coordination Committee Chair said it's within the plan of the finance committee to develop a 3-year MTFP and have sight and scrutiny of the spend. What is needed for the year ahead is a planning process that starts a little bit earlier in the year and will ask NPCC Chair and the Hub for some early engagement and bring back to Council earlier in autumn some of the considerations around bids so scrutiny can be applied.

#### **Inflation and market impacts – Top 10 expected spend increases**

BlueLight Commercial (BLC) Director spoke about third party spend and the fact BLC were currently looking at £2.8b of third party spend with the biggest increase in spend across the ICT areas. The positive is utilities have dropped quite significantly from August and September.

BLC have requested the Cabinet Office to look at the energy discount scheme to see how forces benefit and how to apply. The forecast fixing prices which causes the trigger are just below what is seen. Most of the baskets are fixed across policing, £302 pounds of megawatts out for power and £107 megawatts for gas.

There is a maximum discount on power of 19 megawatts an hour if that does trigger. Highly unlikely for virtually all forces at the moment when looking at forwarding planning. Looking at percentages, majority are in the 10-15% with anticipated increases but also seeing some supply chain issues. Availability in terms of skills for IT projects, on vehicles and on construction also seeing areas such as the microchip still continuing to impact the market in terms of long delivery times but also the impact on raw materials due to the pressures from the ongoing Ukraine war.

BLC reported they were seeing some reduction in timber now because that was a problem on construction projects within policing. BLC confirmed they have been asked to request better visibility of the pipelines going forward in the construction space and the energy space as that would provide a lot more access to the suppliers needed to use. A further update on sustainability and the impacts for forces will be presented at the March Chiefs' Council meeting.

#### **Provisional Police Funding Settlement Consultation 2023-24**

NPCC Finance Coordination Committee Chair thanked everyone that responded to the survey returns and agreed the central process into the Home Office worked well.

41 responses were confirmed, and settlement letters have now been received with the funding settlement tabled at Parliament. There were no surprises regarding what the responses would highlight in terms of financial challenges on a number of issues as BLC had already highlighted these.

The biggest issue was around pay, lack of capital funding and investment in infrastructure. This point is made regularly with colleagues at the Home Office, there is a real risk that police estate infrastructures is just gradually deteriorating over time and without investment colleagues are now starting to borrow more to keep premises in reasonable conditions. There is a risk when it comes borrowing alongside other revenue pressures.

Home Office colleagues have also pulled out from the response points around efficiency themes, review of police staff vacancies and officer rank ratios. All forces have been carrying significant numbers of police staff vacancies over a number of years and those are now being taken as baseline.

Debate for next year's BLC updates about some of the supplier issues and whether can agree a more single approach as a collective. To drive efficiencies the decision making process needs to be a lot quicker and agile enough to take advantage of those opportunities. A push is needed on the review of corporate services and getting maximum amount out of assets, particularly robotic process automation and driving out process heavy activities to make them more tech and less people based.

Income generation, discussed at previous Council in light of Chief Scientific Adviser (CSA) discussion, there is an opportunity to trade on UK policing advances as part of building back confidence and trust. To do this, we need to act as a collective but the funding challenge on the Science and Technology strategy remains.

Chiefs commented on the funding formula, support has been raised at the Home Office and there was discussion around changes to the funding formula and principles going out to consultation. NPCC Finance Coordination Committee Chair has sought information on timescales.

Chiefs highlighted the need for refreshing representation at the Chiefs Reference Group which the NPCC Finance Coordination Committee Chair said he will pick up with new NPCC Finance Coordination Committee Chair as part of this handover. A request was made to colleagues to share any copies of special grant arrangement letters as this would be helpful.

NPCC Finance Coordination Committee Chair said there was a discussion in the Senior Sector Group about the long list of grants that are currently in operation and whether as part of the reform of the funding formula, they also reform the grant arrangements. A point has been made but there may be some transitional arrangements for 'funding formula compensation grant' for those who lose out.

The NPCC Chair indicated the funding formula has to be seen in the broader context regarding how the forces are funded and reflected over a five-year period, as the dampening period will be quite extensive.

Unfortunately, it won't be a quick answer and chiefs should be mindful of this.

**Decision:** Overall chiefs agreed the national NPCC operating budget for 2023-24 proposal.

**Decision:** Chiefs supported the Reserve Level at 1.09% of the National Operating Budget to enable Chiefs Constables to invest in 2023-24.

**Decision:** Finance Coordination Committee will continue to monitor the finance review into 2023-24.

**Decision:** Chiefs agreed to absorb into the operating budget head room/ceiling the requirements for Operation Bridges.

**Action:** Finance Coordination Committee will start a 3-year MTFP for programmes and functions funded through the Operating Budget by the end of April 2023 and will bring this back for discussion at a future Chiefs' Council meeting.

**Action:** Hosting arrangements task and finish group (principles) between finance and workforce review to be explored.

**Action:** The lead for the Forensic Capability Network (FCN) to share lesson learnt to review with the Finance Coordination Committee.

#### **Update on Inflation**

**Decision:** Chiefs noted the update from the lead of BLC, in which they confirmed they are reviewing current contracts and working with forces to look at standardisation in different areas. Further updates will be presented at future Chiefs' Council meetings.

#### **(Budget Papers)**

##### **ACRO Criminal Records Office Funding**

**Decision:** Chiefs approved the proposed budget bid for FY 2023-24.

##### **National Freedom of Information and Data Protection Unit Funding**

**Decision:** Chiefs approved the proposed budget bid for FY 2023-24.

##### **NPCC Strategic Hub**

**Decision:** Chiefs approved the proposed budget bid for FY 2023-24.

##### **NPoCC Strategic Intelligence and Briefing Team (SIB)**

**Decision:** Chiefs approved the proposed budget bid for FY 2023-24.

##### **NPoCC Operations**

**Decision:** Chiefs approved the proposed budget bid for FY 2023-24.

##### **Covid Public Inquiry**

**Decision:** Chiefs approved the proposed budget bid for FY 2023-24.

**NPCC Pension Resource and Planning Team 2023-25**

**Decision:** Chiefs approved the proposed budget bid for FY 2023-24.

**NPCC D-DACs Team**

**Decision:** Chiefs approved the proposed budget bid for FY 2023-24.

**Pay and Rewards Team: Funding and Secondments**

**Decision:** Chiefs approved the proposed budget bid for FY 2023-24.

**Additional Support to the NPCC Criminal Justice Charging Portfolio**

**Decision:** Chiefs approved the proposed budget bid for FY 2023-24.

**Improving Outcomes for Domestic Abuse**

**Decision:** Chiefs approved the proposed budget bid for FY 2023-24 and agreed option 1.

**National PPE Contingency Hub, Future Funding – Upper Heyford**

**Decision:** Chiefs approved the proposed budget bid for FY 2023-24.

**Provisional Police Funding Settlement Update**

**Decision:** Chiefs noted the update.

**Funding Formula Update**

**Decision:** Chiefs noted the update.

**Action:** A refresh of the chief's representation group will be reviewed.

**Action:** Chiefs to share their special grant arrangements letter with the Finance Coordination Committee lead and incumbent chair.

**Action:** Finance Coordination Committee Chair will complete a costing exercise on the introduction of the new Strategic Policing Requirement (SPR) going forwards.

### **Session 3 - Neighbourhood Policing Performance Framework Update**

The session began with the Leads reflecting on how they were going to evidence and quantify the difference their Neighbourhood Policing Teams (NPT) are making in communities, particularly around the challenging austerity measures. Some chiefs are having to find significant savings and around the value that PCSO's are adding, which as a result has begun the work to develop a neighbourhood policing performance framework.

This framework began with some scoping around national performance frameworks, both within policing and outside of policing. A two-day workshop was held in April with practitioners from across the country including the Association of Police and Crime Commissioners (APCC), College of Policing, NPCC colleagues and His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) to ensure they were aligned to the PEEL methodology and forces would be prepared for the context around some of the questions. This event showed there was variation of the methodologies being held by forces. Some forces were very advanced, and some didn't have anything at all. This made it clear that the team needed to pull something together to capture what people were doing.

The first draft of the framework was shared with neighbourhood leads back in September. This was to gauge the response and feedback around the metrics requested from forces. Since then, the team have been cognisant of the way performance can be driven, particularly around the Performance Management Committee Coordinator?? (PMCC) and the work on Prevention Coordination Committee. There has been consultation with the two portfolios to ensure they are aligned and cognisant of what is being asked for within those arenas. The most recent iteration of the document is much more outcome focused. Thanks were given to several Chiefs who supported the work.

Now, the document focuses on three areas which are:

- Engaging communities
- Problem solving and crime prevention
- Targeted activity

Engaging communities would predominantly be linked to measuring community confidence and satisfaction scoring. Problem solving and crime prevention would look at POP plans- For example why does early intervention work on the targeting of young people and those that are at risk.

A workshop was held in January where the five forces who are going to trial the framework for a three-month period. These five forces are:

- Greater Manchester Police
- British Transport Police (BTP)
- Humberside
- Dyfed-Powys
- Gloucestershire

The aim was to get a spread of forces, as well as BTP who has a different sort of transient community. The Chiefs of these forces were all written to outlining how the aim was to see which bits are productive and how they can be aligned to the wider performance measures which need to be collated on behalf of the Performance Management Committee. Over the next few months, the hope is to understand what the lifetime enablers and barriers to the framework. Once identified, these can be amended as they move through the pilot phase and the plan is the final iteration of the framework which will be completed in readiness for Chiefs Council in summer.

Two important points to note is why some forces are more advanced in terms of their data, their ability to collate and dashboards. The vision of this product is to obtain a position whereby the whole of the UK police can access this data via an electronic dashboard. This would be the long-term vision and there are several forces who are moving at pace in terms of the development of the dashboard.

There are links to the Anti-Social Behavior (ASB) wider portfolio and the national performance drive and future focus in terms of measuring ASB. This is a high focus point of the Government and potentially the next elected Government. Despite the neighbourhood policing framework not being mandatory, it is still a useful tool forces can use to assist them in terms of performance ask from various communities and PCC's.

- Chiefs asked for further details to be provided and if the documents can be circulated.
- Chiefs encouraged for the word national to be looked at due to some aspects being more local focused.
- It was raised to do a mapping exercise overlay with HMICFRS.

**Decision:** Chiefs welcomed the response from the regional feedback provided on the paper and supported the direction of travel.

**Decision:** Final iteration of the detailed plan and toolkit which will include impacts and benefits to forces will be submitted to through the Chiefs' Council regional process for chiefs to provide feedback.

**Decision:** Chiefs noted from the lead this won't be a mandated product but will bring best approaches (best practice) together into one place for forces to use.

**Action:** Lead to share outcomes and performance framework (pilot) to all chiefs.

**Action:** The College is CPD mapping for training and accreditation in this area and will share with forces in the future.

#### **Session 4 – Performance Management Coordination Committee (PMCC)**

The Chair of PMCC introduced the item and provided an overview of the areas due to be covered by leads within PMCC).

#### **National Police Data Transparency Strategy**

This session sought to achieve agreement from Chief Constables Council to support the adoption of the strategy and its principles along with adoption of governance process and facilitation of data change requests.

The strategy was summarised, with some of the background supporting the police data transparency strategy including an overview of Police.Uk which supported the provision of local information available to the public via single online which facilitated this data provision with over 20m visits per month.

The presentation outlined the vision of the Police data transparency strategy which was to promote transparency, accountability and integrity through clear and accessible publication of police data with a consistent and accessible data user set. The strategy's vision aligned to the NPCC policing vision for 2025.

The team provided an overview of the governance structure which supports the data strategy and advised

work had been undertaken with both Digital Public Contact and the DDaT committee whilst developing the supporting governance structures. An overview of the publication process was provided along with areas for further consideration which included the importance of having a consistent message across different platforms and the proposed implementation approach which would require further consideration.

Following discussion of what problem the strategy was aiming to solve; the team highlighted currently some of the data sets held did not provide any context which was unhelpful, and data was not always utilised to its best use with a lack of specific publication mechanisms in some areas.

Chief Constables were supportive of the proposals and indicated transparency in the current climate was very positive and would support work ongoing with the Code of Ethics in which openness and transparency was key. It was also commented that the context of data was a critical area and would help to prevent the misuse of data. Resources to support the strategy and data conversation was discussed and it was confirmed that there was no immediate resource required. PMCC would need to consider any requirements going forward and would come back to Chiefs' Council in due course. The issue of technology capacity was also raised as a potential impact factor that could hinder any progression.

### **Public-facing Digital Crime and Performance Pack (DCPP)**

Inspection Insights Director at His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) introduced the item and advised of the ambition to go public with the DCCP pack on 28 February. Development of the DCPP had been a collaborative exercise involving the NPCC, Association of Police And Crime Commissioners (APCC), **\*\*S23\*\*(\*\*S23\*\*())**, College of Policing and HMICFRS. The DCPP pack is hosted by the HMICFRS but could be hosted by other partners going forward. The Inspection Insights Director provided an overview of the background to the pack which was initially developed as an internal practitioner tool to support the delivery of the policy minister's national crime outcomes with an aim to be usable, provide one version of the truth as well providing context to the data. On development of the internal document, it was recognised it would be helpful to deploy the DCPP publicly due to the helpful layout of the data as well as being a useful tool for engagement.

All Chief Constables should have access to a version of the DCCP although the version published in February would contain up to date information. The Inspection Insights Director advised a short factual press release would be published to support the publication of the DCPP with supporting statements from other stakeholders. Forces were encouraged to be prepared for the release and lead locally on any media engagement around their own force performance data.

Claire Lynch provided an overview of the key areas covered within the DCPP and the following areas were highlighted:

- The first version of the pack covers homicide, serious violence and neighbourhood crime.
- Overview of tables and maps showing the homicide data including rolling 12 month and quarterly data with individual force data.
- Serious violence data looked across five different indicators (firearms, knife and sharp offences, violence with injury, hospital admissions data and under 25 for sharp related admissions) and this data could be broken down by time periods and by force.
- Neighbourhood crime provided maps around crime types and time periods and can be broken down by force and most similar group breakdowns by crime type.

Following discussion Chief Constables raised the following areas:

Which firearm crimes are reported – all firearms, air weapons etc.

- Why is crime data integrity not included within the pack which would assist with transparency and confidence levels with further consideration as to whether this is a grading or a narrative.
- Consider how the timeliness of data can be improved.
- Crime data accuracy is important as any inaccuracies have an impact on transparency and confidence.
- Visualisation of the data via the DCPD dashboards was a positive step forward and need to consider how this pack will be used internally to drive performance.

Chief Constables discussed the issue of including either a HMICFRS grading or a narrative alongside the performance figures to provide a greater context so that this would assist with a provision of a confidence indicator against the data published. Following consideration, it was agreed that a supporting narrative could be included.

### **National Crime and Policing Measures Early Warning System**

The Home Office introduced the item regarding the launch of an early warning system to identify and address any issues that may hinder the delivery of the national crime measures, which would focus initially on homicide, serious violence and neighbourhood crime with a view to expanding to other measures if considered helpful. The early warning process aimed to cover the following areas:

- Provide Police Crime Commissioners (PCCs) and Chief Constables with extra insight on their force performance relative to others against the measures.
- Formalise what forces should expect to see when data indicates forces are experiencing challenges and what support can be provided by policing partners.
- Establish a mechanism to understand common performance issues and themes and bring relevant leads together to address these areas.

The Home Office advised the early warning system builds on an earlier process called 'outliers' – which there had been broad support for however feedback from chief constables had included the reduction of bureaucracy, clarification on how it compliments existing governance processes, how it fits with HMICFRS inspection processes, greater assurance on methodology and the ability of the College of Policing to deliver support.

A high-level summary of the early warning process was provided which consisted of four main steps which covered activity from day one to approx. three months. There was no change to statutory duties or legislative requirements of the Chief Constable or the PCC but it sought to identify areas where forces may benefit from support from national leads. The process was voluntary and aimed to be a positive support measure. In some cases, where support was declined it would be useful to hear about these cases to ensure good practice was identified.

Following discussion the following areas were raised:

- Clarification around the role and provision of support that would be available from the College of Policing on performance improvement.
- Clarification around the role of PCCs and the need to be clear on the operational independence of Chief Constables and the role of PCCs to hold to account.
- From a governance perspective it was important to show it is the Chief Constables decision to participate in the system so that the decision-making responsibility is clear.
- Clarification around methodology and the refresh of data and their associated timelines.

old there were any additional finances to support forces .

**Decision:** Chiefs supported the following decisions:

- The adoption of the G8 strategic Data Principles as laid out in the National Police Data Transparency Strategy.
- Supported the further/full adoption of the National Police Data Transparency Strategy.
- The creation of the Data Transparency Publication Group as outlined in both the Strategy and Terms of Reference attached.
- Adopted the governance process outlined to manage and facilitate data changes requests for Police.uk as per the attached documentation.

**Action:** Publication of qualitative data – team to link in with Police Scotland.

**Action:** NPCC SPP to link in with the National Freedom of Information Unit to review scope of national topics for force FOI referrals.

### **Public-facing Digital Crime and Performance Pack (DCPP)**

**Decision:** Chiefs noted the launch of the DCPP for the 28 February which will include the link to their crime, data and integrity (CDI) inspection results on the webpage hosting the dashboard.

**Action:** Team agreed to work with chiefs on the health of the data (context of CDI against this data) looking at putting authentication against crime reports to provide confidence indicators in the data presented.

**Decision:** Chiefs noted the data in the public DCPP will be refreshed to reflect the last ONS release in January prior to launch.

### **Identifying and supporting forces to improve performance against the National Crime and Policing Measures**

**Decision:** The principle for the early warning process was agreed useful by chiefs however it needs clarity and to be clear on the roles for the chief and PCC opportunity for this to be confused around roles and responsibilities in the national landscape and therefore it needs further refinement placed into this process.

**Action:** Once launched the team will analyse the results and bring back to Chiefs' Council to evaluate this so further refinement can be made.

**Action:** Home Office to share all data collated to the national productivity review team.

### **Session 5 - College of Policing Update**

Chief Constable and Chief Executive Officer of the College of Policing (College CEO) began the session by talking about Leadership.

Leadership is one of the three main strategic priorities of the College of Policing along with driving consistency and boosting professionalism within the Police force. The College CEO referred to a piece of work which is currently being refreshed and due to be published in April by the College of Policing called

'The 10 Perennial Problems in Policing.' One of the problems highlighted was 'individuals not reaching full potential owing to insufficient or inadequate leadership and supervision'. Therefore, leadership can help with standards, help with performance and it can help with engagement, retention, and satisfaction of your workforce.

The Five Stages of Leadership were presented:

1. The Foundation Leadership Programme.
2. The First Line Leaders Programme.
3. The Mid-level Leaders Programme.
4. The Senior Leaders Programme.
5. The Executive Leaders Programme.

Chiefs highlighted the issue of releasing staff just because they meet the criteria won't be practical for the force. One Chief added that if individuals meet the criteria, how are they going to be prioritised by the College? There needs to be some reassurance regarding control over when staff are released from their forces.

Chiefs mentioned there needs to be a consideration about where throughout this process, which is evidence based, they can turn around and say if person is or isn't suitable to start on the journey towards Chief Officer level. Secondly, candidates will complete a substantial application form with evidence which is going to set an expectation and creates a lot of work. There is also the case of differential between the evidence that's provided with the college assessor and the Chief Constable thinking candidates are not in fact ready.

The College CEO noted all the points mentioned and stated it's a working process, a paper will be coming back to the working group on sequencing. One point of interest was 'temporary ACCs and whether they should be given priority because they're doing the job already in which they need training now. For example, if you have an ACC from an engaged force and there's no other ACC in the region that might be prepared to move, then should this be a priority? Views and ideas are welcome.

There won't be any extra courses and clearly it would be untenable for one force to release a handful of people. The College CEO acknowledged there is a capacity problem at both ends, however, the paper to be agreed at the group will make sense of it and after the first or the second course, changes and improvements will be made. We need to really work on this shared enterprise of assessment, if evidence presented there shouldn't be any conflicts with the force.

Chiefs raised the issue around the portfolio evidence, particularly around Equality, Diversity and Inclusion (EDI) which seems overly restrictive towards the police race and action plan and racial disparity rather than broader protected characteristics. Chiefs acknowledged there's a lot of work, however, they fundamentally disagreed with the way the question has been put and the limitations it puts on the evidence being requested.

Chiefs highlighted concerns as there are a lot of people who have just come through the strategic command course (SCC) applying for jobs and some forces are not advertising and/or taking on those individuals who passed. Secondly, some people are considering when they go on this development course they could potentially be temping as Deputies. The College CEO appealed to all Chiefs, the College will do their best to set protocols of how we operate and one of those is advertising ACC jobs.

Chiefs mentioned the numbers on the course is going to be a difficult one, in terms of how you identify where the greatest need is and how do you grade someone around that. Secondly, the end of process

will be different – movement between forces. Thirdly, the greatest need is police officers- there is a deficit gap, we are seeing senior police staff leaving, particularly senior digital who are getting paid much more in private. Therefore, a clear message around aspiration moving forward would be good alongside this.

The College CEO indicated they will run two courses which will cover demand, also they would like the course to be viewed over time as a valuable CPD for people who aren't necessarily going to move immediately into an executive role. HM Revenue and Customs (HMRC) are going to inspect leadership at some stage of this year, and they'll be looking at the movement between forces and police staff Chief Officers. Chiefs commented the descriptor of the executive program is to help bring on people who can change culture, promote diversity and encourage trust and confidence, which are all laudable. However, the concern was in terms of the collation of evidence more roundly which does not reveal a bias toward EDI at the expense of core operational confidence, it seems core operational competence is the first and foremost quality. Therefore, it is important the weighting must in the first instance be core operational competence and thereafter, those important elements around trust and diversity and alike.

Chiefs raised an issue in term of how we're going to differentiate who will be going on those first two cohorts of courses as there is only 110 places. Is there going to be a scoring in terms of the portfolios and the assessment so overall there is a fair and defensible position, especially if we've got many staff wanting to submit a portfolio?

Chiefs commented that there isn't enough information about what the assessment covers to support staff to meet the requirements of the course.

The College CEO stated leaders need to be competent and we will check the balance of this as we will check the legalities around decision making. There have been debates about whether we're moving too quickly, ultimately we have made the decision to move forward with this. Chiefs added it would lack credibility on every level, we could not run another SCC and PNAC now, we would completely undermine our ability to select and train senior people, so we need to be committed together to make this a successful as possible.

#### Entry Routes into Policing

The College CEO highlighted benefits of a consistent approach to initial training. Chiefs added one of the early decisions made was for the Policing education qualifications framework (PEQF) Optimization Group, a joint group supported by the College with a wide range of stakeholders and led by Jason Hogg, would lead the development of the design principles. He highlighted the key activities and asked Chiefs what the design principles are they would want to see in the fourth route.

Chiefs discussed the initial police learning and development programme (IPLDP) and what the replacement may look like. Chiefs highlighted; they would not want to see a two-tier system which may disadvantage those without professional qualifications. The College CEO?? and NPCC Chair provided positive assurances to chiefs that this would not be the case.

Chiefs urged to all attend optimisation meetings because there is a regional approach to it. If Chiefs cannot attend, a respective Heads must represent individual force to share the outcomes so there shouldn't be any surprises with the direction of travel on the optimisation team because it is widely debated and shared. If it's not a local agenda item, we would recommend it is because the window of opportunity to influence is reducing particularly as we start getting into the design principles of the fourth entry route.

Chiefs wanted clarity around reintroducing the IPLDP as they work through what the entry route is going to look like. Would they be prevented from doing that whilst they work their way through a more suitable

solution?

The College CEO confirmed Chiefs should continue to use the IPLDP plus syllabus and there is no need to seek permission. NPCC chair concluded that this will be discussed further at the Chiefs' Council meeting in March.

### **Police Executive Leadership Programme**

**Decision:** Chiefs noted the update and provided discussion points to help shape the police executive leadership programme going forwards. Further updates on the development and direction of travel will be provided in the College of Policing standing agenda item at future Chiefs' Council meetings.

**Decision:** Chiefs noted and supported the following next steps:

- Information being circulated on events for the new programme being run by the College Senior Leaders Hub in January and February.
- College will write out further on the application window for applicants which opens in March 2023, for applicants wishing to join Cohort one.
- Further partnership working with delivery group to oversee key aspects of new programme (e.g. overall assessment strategy).
- Work of delivery group will expand to cover other review recommendations, especially national standards for chief officer appointments.

**Action:** 10 Perianal problems in policing associated with leadership work will be published in April and shared on ChiefsNet by the College.

### **Entry Routes into Policing**

**Action:** Established agreed fourth route design principles, and update on optimisation work will be presented to the March Chiefs' Council meeting.

**Action:** Post March Chiefs' Council – scoping of potential options, including risks will be presented to the July Chiefs' Council meeting.

**Action:** College of Policing will write out to all chiefs next week on the, 'Standards of Recruitment for Officers'.

### **Session 6 - Review of Productivity in Policing Update**

**Decision:** Chiefs welcomed the discussion and supported the following:

- The strand aims to provide a toolkit and accessible evidence base for forces, showing
  - 1) the steps in processes across a selection of forces
  - 2) the performance and cost for these specified steps/processes and
  - 3) potential actions that forces could use to improve their own productivity and effectiveness.
- A proof of concept, involving six police forces and three processes (burglary, first contact, domestic abuse) to be developed to demonstrate the value that the approach can add.
- A report back on the PWC work which started in early December 2022 on dashboards and metrics which are being agreed, through engagement with Burglary and Contact Leads and Chiefs.
- A wider update on mental health work with the snapshot analysis by mid-February.
- The NPCC lead starting work following the Policing Minister's support of early changes to simplify

crime recording whilst maintaining data integrity. Changes are expected to take place March 2023, with a fuller rewrite due in 2024.

- Forces to continue collaboration and sharing examples of best practice to the team including useful datasets, information and pieces of research.
- Force to continue providing the team with any productivity challenges they identify.

**Action:** Provisional review of final report for the review will be brought back to the July Chiefs' Council meeting for discussion before final publication expected in September 2023 to the Home Secretary, with consideration to be given as to whether an extraordinary council is needed to go through the recommendations prior to publication.

**Decision:** Chiefs were encouraged to complete the activity survey circulated out.

**Decision:** Chiefs agreed engaged forces are considered as early adopters once relevant pilots have completed, particularly those forces where capacity/demand is a key issue.

**Decision:** Attendance and Absence (Workforce) – team will link in with the workforce coordination committee to review work.

## Session Crime Coordination Committee

The session began with some notes to vacancies which are upcoming. There was also a note to the current portfolio leads and the work that they are leading on. An overview on current committee's include:

- For the Knife Crime Portfolio, there is a continued push around the changes in legislation around knives that are only used for violence.
- For the Vulnerability Knowledge and Practice Programme (VKPP)?? portfolio, draft guidance has been circulated regarding sex workers and feedback has been requested from the Chiefs.
- The Child Protection Abuse Investigation portfolio, the Home Office will be providing funding in the short term so that work can continue as it is really important as they are dealing with significant national reviews in this space.
- The College are working with the Violence Against Women and Girls (VAWG) team on enhancing public protection training.
- The Stalking Super complaint is being worked through at the moment as well.

The Government are in the process of launching their new Serious and Organised Crime (SOC) strategy. This is due to go back to Ministers for a final review. The draft plan has been through ministers. A couple points to mention is it is both focused on the threat as opposed to specific crime times. It does align with the approach to assessing the SOC threat and there is an increased focus on economic crime, immigration crime and the impact of technology. It is also aligned with the **\*\*S23\*\*** strategic assessment.

There has been a ministerial roundtable to launch the clear hold build strategy to tackling SOC and there is an ACC Briefing day on clear hold build which has a good sign up. This is the intention from the Home Office to pilot areas for the clear hold strategy.

The cyber programmes were discussed, and everyone agreed these were a success following discussions at regional levels. The paper sets out what the directional focus is. It has built capability and capacity in forces and region, and this has been able to happen once instead of 43 times. The cyber programmes are largely supported in these endeavours by the Home Office and Ministers, but there is a concern if money's not being spent on what it was designed on, it does become a risk, and everybody is keen to avoid. Feedback from the His Majesty's Inspectors (HMI) paper has been looked at and some concerns have been worked through. There is support and it is qualified, and it has been accepted that there were a couple of areas of non-support.

The two things which have jumped out are the volume of work and making sure enough work is being pushed through the system to keep everybody busy and occupied. There was a bit of a step back because at one point there was too much work coming through the system. The second area of concern from feedback was around the impact on the Chiefs' people and some assurances on this would be welcomed.

In terms of the volume of work, there was a 400% increase in reported incidents from businesses and members of the public that required an instant response between 2019-2021. This overwhelmed the teams regionally and locally. This led to the team triaging more out nationally at the centre to make the workload more manageable and they looked at improving the quality of National Fraud Intelligence Bureau (NFIB) Disseminations. But this kind of rebalancing resulted in overbalance. So now, there is some spare capacity within the system even though it is massively underreported, and they are not doing the level and quality of investigations in some areas where that can be done. The focus for the next few months is to address this and there is a lot in the pipeline to come through which is a positive. What the team are looking to in terms of the model is more of a refresh and a reboot of existing practice which was put in place by Chiefs in 2017. This includes having more accountability and oversight over the operational delivery and ensuring more consistency across the network. This consistency will reassure the Home

Office performance is back on track following a substantial dip, with a large reason being because of the pandemic.

The team are not looking at the management and control of staff locally, this responsibility is not being taken away from local forces. What is wanted is more of an oversight and management of the activity to make sure that the national taskings that come down are properly and effectively delivered. This area is a low-risk area compared to other areas of policing. The focus is more about having an oversight of the activity and being reassured it's being delivered effectively rather than actual day to day ownership and control.

The session then moved on to mention the Government's response to the review of the Children's Social Care National Review Panel which is following the death of two children. The report involved identifying pathfinder areas as per recent ChiefsNet messages which had been put out. It was noted Chiefs should be aware of as this is important for everyone in the world of child safeguarding. Secondly, the Mick Creedon report had been finished and accepted by the Home Secretary and there have been positive recommendations on behalf of the Chiefs' and through the national group of coordinates. This report will be circulated to all.

**Decision:** Chiefs were encouraged to identify suitable applicants in their respective forces to apply for the national lead positions on knife crime and county lines within the Crime Coordination Committee.

**Decision:** Draft guidance on sex working has been circulated – chiefs and their force leads were encouraged to respond on consultation to the guidance.

**Action:** Mick Creedon report is finished and has been accepted by the Home Secretary. Lead is happy with the recommendations for the NPCC and Chiefs and through the national group will be coordinated. Once amendments have been completed to the executive summary this will be circulated to all chiefs.

#### **HMICFRS Recommendation on the Police Response to Cybercrime**

**Decision:** Chiefs supported the adoption of (Option 2 - Regionally Managed, Locally Delivered) approach and proposed that (Option 3 - Regional Control of the Local Cyber Response) is piloted within a volunteer region alongside this.

**Action:** Update will be submitted at the March Chiefs' Council meeting showing an overview of what would an accredited review/consistent narrative of what the future fraud/cyber look like in terms of what the service could deliver. This would include a discussion on investment in national and regional as well.

#### **Session 8 – Delivery Landscape Reform Strategy (DLRS)**

Chief Constable Jo Farrell provided an overview of the Delivery Landscape Reform Strategy (DLRS) and this included:

- The intention of what the DLRS is going to provide.
- A brief history of technology, policing, Home Office and where the case for change comes from.
- The consultation over the last 12 months and wide range of views.
- An overview of the strategic risks and benefits.
- The costs and affordability.
- An overview of the proposed next steps including details on the first 6-7 systems, identifying which ones should be low risk then leading to work through what does a project plan road map look like and finally getting into broader issues around contracts.

Chiefs commented how we need to be clear on the fact they are agreeing to assemble a group of people to look at how we might take the proposal forward rather than how we make the proposal happen. Chiefs added that we need to step through it very carefully together. Chiefs agreed the risks are huge in this area and questioned whether there was an alternative way of doing this. Chiefs mentioned the worry around the long-term capacity/ capability i.e., governance and data issues.

Chiefs were supportive of the outlined approach of this but really want lots of assurance around the integrity, independence, and the robustness of gateway assessments before it's handed over in any format. It was concluded that the MPS would like to be involved as well because of the kind of scale of their involvement in this work.

The lead thanked everyone for their comments and volunteering. The lead explained we're agreeing in principle, we support the transition of systems out of the Home Office and under the control of policing and will be working through system by system. The Home Office representative commented, they want to move this piece forward and set out a clear direction of travel because they are getting increased fragmentation in terms of where they're investing capability.

Chiefs concurred with all the points highlighted. Chiefs mentioned the opportunities around ownership and control and going into the Police Digital Service (PDS) board where the governance needs to be looked at. Also the opportunities around single entity which is very strong as we have lot of duplication equally. There is some concern around how PDS would be able to cope with the level of work required and support going forwards on these systems. Chief discussed the concerns about the cost, durability, achievability, and time scales involved.

The Chief Executive Officer of PDS (PDS CEO) recognises the increase in capability from a service management perspective. There's a wealth of work that's going into shaping what that capability needs to look like, both listening to current customers, to the broader nature of governance, the MPTCP ABS, as well as the broader landscape with the Home Office and some of the work which continues there.

The (PDS CEO) supported the point around the risks, transformations and the activities which haven't occurred since the transfer from the MPIA into the Home Office. There was a discussion around assurance gateways and what that looks like. Chiefs commented that we should look to bring the governance of the systems closer to the police service to us as customers and users. Chiefs acknowledged slow steps need to be taken. We must look carefully at PDS capability, capacity and getting this right before they transfer. Chiefs agreed we really need to be confident that the systems in the Home Office need to be reviewed to make sure they're stable before they come across the Police Service and outline the benefits of doing so.

The NPCC Chair summarised, even though concerns have been raised, there is nobody saying we should not move forward and acknowledged nervousness around the transition.

**Decision:** Chiefs approved and supported the in-principal approach for a team to work up the acceptance criteria and for this to be presented back in March's Chiefs' Council meeting.

**Decision:** Endorsed support through the national lead for DLRS (highlighting concerns to be addressed) at the Strategic Change Investment Board on 13 March 2023.

**Action:** Paper to come back to the March Chiefs' Council meeting.

**Decision:** Chiefs were keen to see how the movement of systems would link across to broader

technological requirements and the Police Digital Service (PDS) capability to do this and the impact that would have on roll-out (timescales) for forces.

**Decision:** The team agreed to explore and report back to chiefs on opportunities around strategic governance – enhancing the NPCC data controller Home Office processor position and MTA finance oversight and having a stronger control of MTA system run and costs. Chiefs agreed concerns around resources to manage this.

**Decision:** PDS board to report back through DDaT and to chiefs on paper going to their board on 22 February 2023 to review the make-up of the PDS board with more representation of chiefs and Police and Crime Commissioners (PCCs).

### **Session 9 – Workforce Coordination Committee**

The NPCC Lead for the Workforce Committee provided an update around ongoing work within the committee.

Policing education qualifications framework (PEQF) /Optimisation group – Update will be brought to the September CCC to report findings.

Job Related Fitness Test (JRFT) – Update around JRFT to come back to CCC in September.

APP for Health and Wellbeing is being developed to share the excellent work ongoing in small pockets around the country more widely. APP will have 4 pillars 1) Ops 2) Crime 3) Response and Neighbourhood 4) Police Staff. Engagement will take place with respective NPCC leads.

The lead for Pay and Conditions Portfolio gave an update around pay.

Strategy agreed at previous CCC. Positional statement to be circulated with Chief Constables. Desire to maintain uplift but risks are significant if appropriate remuneration not in place. Pay premium afforded to police due to the nature of the role has been eroded (17%) in real terms. This will be passed on to the Police Remuneration Review Body (PRRB) to enable them to make their decision.

Presentation delivered by the Retention Workstream Lead for the Police Uplift Programme relating to the National Leavers Framework. The lead stated there is a growing number of resignations. Highest number of voluntary resignations in first two years which has a significant financial impact on forces. There is an understanding of key push factors around resignations.

Now, there is a disparity across the 43 Home Office forces and there is now a drive to create a National Leavers Framework to create consistent data sets for comparability and informing retention strategies. The National Leavers framework will comprise of 3 parts:

1. Data framework with 3 distinct levels of data. a) Home Office captured reasons for leaving b) High level reasons for leaving c) Granular data only achieved by conversation.
2. Exit Interview guidance with template around carrying out an interview.
3. Retention interview guidance document. The framework is people focused, learning driven, inclusive, and focused on dignified exits, and learning and listening.

Where are we now – the Framework is in place, guidance documents are drafted, and waiting to publish to forces. This is our opportunity to think about the maintenance of the uplift programme. There is a real

appetite across forces to support their people and understand drivers around attrition.

The lead asked for Chief Officer buy in to drive and push this forward. The NPCC lead for workforce committee brought the conversation to a close and reiterated the importance of maintaining the numbers brought into policing through the Police Uplift Programme.

### **Wellbeing Update**

**Decision:** Lead will report back on the development of Authorised Professional Practice (APP) on wellbeing in September.

### **Pay and Conditions**

**Action:** The lead will circulate to all chiefs and externally a position statement setting out an overview of investment, maintaining uplift and on pay via the NPCC comms office.

### **National Leaver's Framework**

**Decision:** Chiefs supported the approval of the Exit Interview and Retention Interview Guidance (supplied) for publication to forces.

**Decision:** Chiefs noted the workforce representation data and points on retention. Chiefs agreed to use the learning and put back into forces. The workforce coordination committee would work to progress through PEQF and develop more information to help forces support their respective officers and staff to build resilience and wellbeing.

### **Session 10 - HMG Priority Areas update**

The Anti-Social Behaviour Portfolio Lead gave an update on the National Anti-Social Behaviour Action Plan. There is a drive to create a national action plan to tackle antisocial behaviour. There is a deadline for delivery of action plan of end of February 2023. There is a focus and emphasis on action and intervention in crime hot spots, maintaining visibility and having visible justice. There are several conversations ongoing on how action against a future action plan will be monitored. There will be challenges around resourcing and funding but there are also a number of opportunities such as building community trust and confidence, targeted and joined up rapid interventions and influencing partners to do more.

Chief Constables raised the following points and questions:

- Question – Is this our own plan. The lead answered – We are working to help inform and develop a national ASB action plan. Collective plan but not being written by policing alone.
- It needs to be highlighted the long-term impact of austerity on areas which can make a difference. Opportunity to link to clear, hold, build strategy. The lead answered - number of groups have outlined to solve this problem police are not the only answer.
- Important to utilise neighbourhood policing teams as response teams will not be able to make the long-term difference in these areas.

### **Additions to the Public Order Act**

**Decision:** Chiefs to drive pre-work to officer attendance at the gold command public order course.

**Decision:** Chiefs to feedback on consultation for public order Authorised Professional Practice (APP).

**Action:** Letter from Matt Parr (HMICFRS) will be shared with chiefs once received.

**Decision:** Revised Protest Operational Advice document will be circulated to all forces will comms to help officers.

**Decision:** Chiefs noted the update and welcomed the discussion on current legislation going through Parliament.

### **Anti-Social Behaviour (ASB)**

**Decision:** Once first draft of the National ASB Action Plan is available from Government this will be shared with all chiefs to review and comment.

**Action:** Polling/Focus group, 'where are the police' – on public perceptions but has been influential on the Government approach to the ASB plan will be shared with chiefs via ChiefsNet.

## **Session 11 – Actions on the Outcome of Carrick**

### **Vetting, Misconduct and Counter Corruption Update**

The NPCC Chair introduced the session and invited the Operations lead to provide an update on the sentencing of David Carrick and other forthcoming MPS misconduct and criminal cases due to be heard in the coming weeks. The following points were highlighted from the update:

- Thanks to Hertfordshire Police for their investigate support into the crimes of Carrick.
- An overview of several forthcoming court cases in the coming weeks involving MPS officers which are likely to attract very negative media attention due to the severity of offences involved.
- Briefing notes had been shared to address some of the arising issues and gaps identified – establishment of Crimestoppers reporting line, historical PNC and PND data wash exercise has commenced, designing a process to consider adverse information resulting from vetting reviews/processes and an update on Operation Onyx.
- Levels of reporting made to the Crimestoppers line and next steps to be taken by the MPS.
- Update on the historical data wash and some of the challenges experienced and learning identified.
- Update on media and communications plan resulting from Carrick’s sentencing.

The NPCC Chair sought views regarding the potential for a national Crimestoppers reporting line and whether Chief Constables were supportive of an initial conversation regarding the proposal and, implications being progressed by the centre (via the NPCC Chair). This was agreed by Chief Constables and an update would be brought back in due course.

The lead raised the issue of current misconduct cases that were due to be heard over the next few weeks and months. Demand on Force PSDs is very high at present with a high number of Freedom of Information (FOI) requests being submitted and work was therefore ongoing to be proactive on publishing information (where possible) to reduce this burden.

Other key headline areas were: Hillsborough review, Angiolini and Case Reviews, HMICFRS report and drive from the Policing Minister and Home Secretary to review the policing response to HMIC recommendations. The lead updated on the relationship with the VAWG Gold Group, issues arising from Operation Onyx and the likelihood for forces to review cases back further than two years, an update on misconduct consultation process and development of the Code of Ethics.

The lead highlighted the pressure on force vetting teams and asked Chiefs to consider where additional resources could be allocated to this area.

The NPCC lead provided an update on the HMICFRS vetting, misconduct and counter corruption thematic inspection. The following areas were highlighted from the presentation:

- Overview of progress made on the HMICFRS inspection with an excellent response from all forces.
- Some validation would be required on the returns as these were self-assessment.
- Overview of the programme structure to support this work including a monthly gold group and weekly silver meetings involving all relevant stakeholders.
- Overview of the police service assessment of where we are with implementation of the NPCC.
- Overview of those recommendations where force RAG ratings were recorded as Red.
- Update on the College of Policing specific recommendations which related mainly to the APP and requirement to review Codes of Practice.

▼ **Overview of next steps and the ask of forces to refresh data on a monthly data -** updates will be provided to the HMICFRS and via the NPCC Operation Standards Gold Group chaired by the NPCC Chair.

The College CEO provided an overview of work ongoing within the College of Policing to support this work and emphasised the need for the College to set the vetting standards as the independent standards setting body.

### **Police National Database (PND) – Historical Data Wash Update**

The lead provided an update on work ongoing to undertake the PND data wash exercise and engagement ongoing with force leads alongside the development of onboarding packs. The lead provided an overview of the timescales, information detail and roles to be searched as part of the exercise. The lead updated on the resource requirement required to undertake this exercise.

The lead provided an update on work to develop an automated system to check data going forward so once loaded onto the system a search would automatically trigger. They highlighted some of the challenges/required investment associated with this and advised this work was in a scoping stage at present.

The NPCC Chair advised there had been a high number of FOI requests to forces and to assist with the management of this, it was proposed that an 'intention to publish' notice would be communicated which would set out when and what data would be available, which would lessen the requirement /demands placed on forces.

### **Vetting, Misconduct and Counter Corruption Update**

**Decision:** Media comms being launched and will be shared with all chiefs in advance. Metropolitan Police Service comms team to brief all force heads of comms regarding comms plans as they stand.

**Decision:** Chiefs agreed the one national response approach rather than individual responses back to Crime Stoppers.

**Action:** NPCC Chair to link in with Crime Stoppers and come back to chiefs on plan with any associated costs.

**Action:** The current consultation on Professional Standards Department (PSD) 'working on the system' – chiefs were requested to respond and provide feedback if not done so already to the national lead.

**Action:** Team to work up plan for some dedicated staff to work through the data and to help support queries from forces in a timely manner.

**Action:** NPCC comms and Op Standards Gold group to look at central overview of all cases in public domain for court/arrest/charges etc.

### **Vetting, Misconduct and Counter Corruption Update**

**Decision:** Chiefs were supportive of the development of a national training programme for vetting departments and professional standards departments.

**Decision:** Chiefs supported the next steps as outlined:

- The programme will seek to monitor force progress on a monthly basis by requesting an updated

- self-assessment, and a narrative to explain any significant changes.
- The Programme Board will meet monthly to review force responses ahead of Op Standards where an update will be provided on progress.
  - Monitoring of progress of HDW progress through board in conjunction with CSP portfolio (CC Kennedy).
  - Regular liaison and coordination with HMICFRS re delivery of recommendations and continue to offer SME support
  - Maintain momentum for delivery of other workstreams as identified by programme.

**Decision:** The lead requested all chiefs to push their own data through their force accreditation processes.

### **Police National Database (PND) Data Wash Update**

**Decision:** Proposal around publication notice (intent to publish strategy) will be circulated to the media to help manage FOI requests coming into all forces.

**Decision:** Chiefs supported the following steps as outlined:

- Checking all police staff data through the PND, chiefs support their respective forces to configure their HR data into a format which can be washed through the system. Forces have been asked to complete this by 10 February 2023.
- The data will then need to be sequentially washed through the PND and all forces to have their data returns by 31 March 2023.
- The next phase is manually trawling through all the returns to determine where further investigation is needed. This will include checking for false positives' - for example where the addresses don't match.
- Each force will need to dedicate highly vetted resources (with PND access) to do so which may create abstractions in other parts of the Professional Standards Department, this risk will need to be managed in force.
- The intention is to, in parallel, develop a continuous integrity screening platform which will automate this process in the future but this requires significant investment.

### **Any other Business**

#### **Police Dogs Charity**

Following some national reporting; the national lead for police dogs updated on issues around the thin blue paw which was a national charity providing support to serving dogs. Due to an ongoing PSD investigation, there was a need to understand which forces work with the charity direct so the lead could engage directly.

**Decision:** Chiefs will confirm to the National Police Dogs lead if they have any existing relationship with the Thin Blue Charity.

#### **DATE OF NEXT MEETING**

The next full Chiefs' Council meeting will be held on **29-30 March 2023**.



# Chief Constables Council

29 March 2023

Tracy Holyer

Head of Organisational Development and  
Change – NPCC Strategic Hub

29 March 2023

# Committee Coordination - Toolkit

## Committee Coordination Toolkit

### Purpose of the Toolkit

The Coordination Toolkit is designed to support, inform and guide the oversight and management of a Committee. The audience is primarily Committee Chairs and their Committee Coordinators, as well as NPCC Leads who provide leadership of Portfolios, Delivery Groups and Engagement Groups



- The toolkit highlights agreed practice to assist users in managing their NPCC group ensuring the delivery of

### Included in the Toolkit:

Processes	Definitions	Roles and responsibilities
Forms, templates & useful links	Business Planning	Risk Management
Support from the Hub	Committee contact list	

### Processes



## Committee Coordination Toolkit

**Why?** To assist in clarifying, simplifying and providing a sustainable Committee environment without a full scale review, some basic business approaches with clear processes, roles, responsibilities will support Committee Chairs and Coordinators in overseeing their Committees.

### What will you see?

The Coordination Toolkit is designed to support, inform and guide the oversight and management of a Committee. The audience is primarily Committee Chairs and their Committee Coordinators, as well as NPCC Leads who provide leadership of Portfolios, Delivery Groups and Engagement Groups

### Included in the toolkit

- Processes – setting up, moving and closing groups
- Definitions - different NPCC structures
- Roles and responsibilities - Chairs. Leads and Coordinators
- Forms, templates & useful info
- Business planning
- Risk Management
- Support from the Hub
- Committee contact list

<https://sway.office.com/fZJGgMZuxJecpDqz?ref=Link>

### What's next?

Continue to evolve and will be made available on ChiefsNet.

# Committee Review – Directory of NPCC Leads

## NPCC Leads List App

The old, outdated pdf NPCC leads list is being replaced  
**Why?** Quickly outdated, inaccurate, resource intensive, fragile technology. Cause of frustration and barrier to accessibility for Committees

**What will you see:** New NPCC Leads List App will be accessible via ChiefsNet and the Hub site

- More accessible - access for Forces and Committees
- Accurate information – instant updates
- Management Information – vacancies, Force participation

Users with enhanced permissions can also:

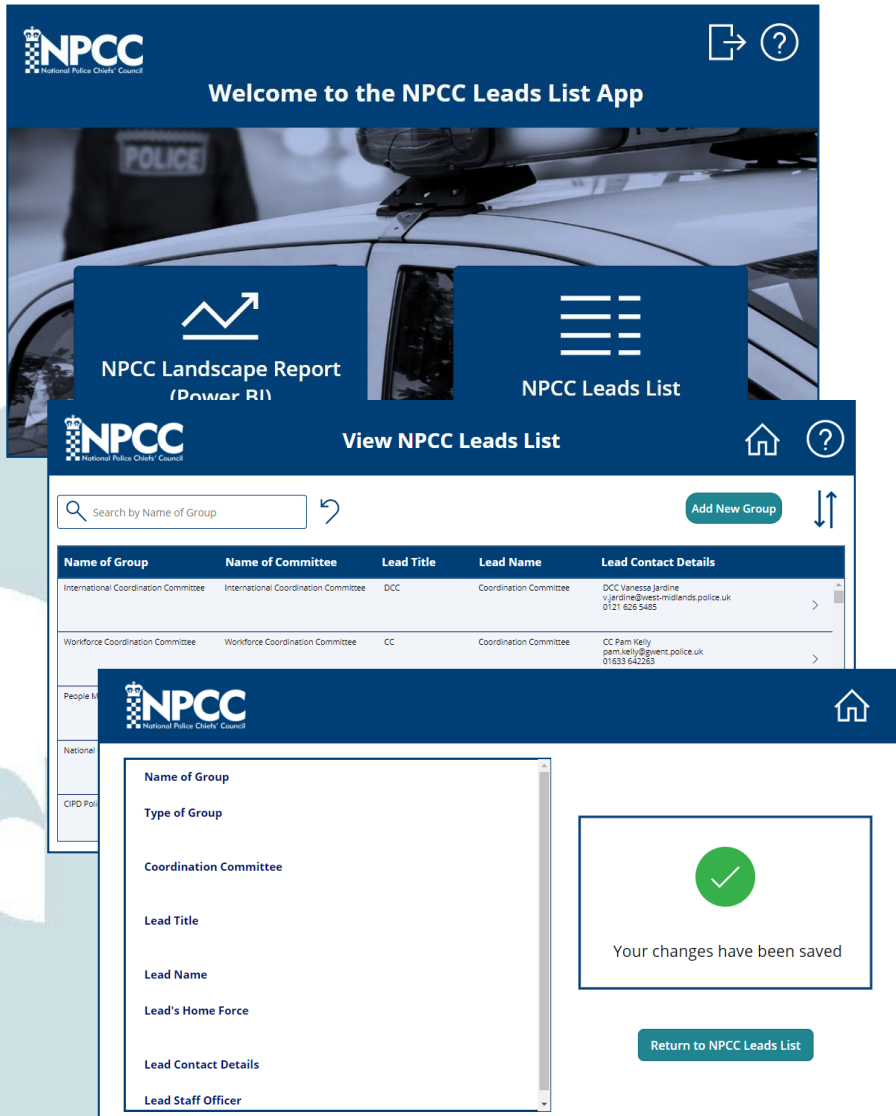
- Edit existing group or lead information.
- Remove a decommissioned group from the list.
- Add a new group to the list.

**Next steps:** final testing within Hub and with Forces.

- App to be launched in April 2023

**Next developments:**

- instant organograms for Committees,
- full directory of contacts including Hub and Programmes



**Welcome to the NPCC Leads List App**

NPCC Landscape Report (Power BI) | NPCC Leads List

View NPCC Leads List

Search by Name of Group

Name of Group	Name of Committee	Lead Title	Lead Name	Lead Contact Details
International Coordination Committee	International Coordination Committee	DCC	Coordination Committee	DCC Vanessa Jardine v.jardine@west-midlands.police.uk 0121 626 5485
Workforce Coordination Committee	Workforce Coordination Committee	CC	Coordination Committee	CC Pam Kelly pam.kelly@went.police.uk 01633 642283

NPCC Leads List Form:

- Name of Group
- Type of Group
- Coordination Committee
- Lead Title
- Lead Name
- Lead's Home Force
- Lead Contact Details
- Lead Staff Officer

Your changes have been saved

Return to NPCC Leads List

# Committee Review – NPCC Leads Induction Pack



**Why?** New NPCC leads and their support staff have little induction into important new national roles

**What will you see?**

## NPCC Leads Induction and Information Pack

It brings together information from across NPCC including Chiefs' Net and the new Website into one document to enable new NPCC leads and their support staff to navigate the national policing landscape with ease.

It will be accessible via ChiefsNet and the Hub site, with Committee Coordinators ensuring their new Leads have access.

[NPCC Leads Induction and Information Pack](#)

**Next Steps:**

- CPD opportunities for NPCC Leads
- Mentoring networks for new NPCC Leads

### 3. What is the National Police Chiefs' Council (NPCC)?

NPCC is the collaboration body which brings police forces in the UK together and supports operationally independent chief constables to help policing as a whole:

- coordinate the operational response across the service to the threats we face in the UK, such as terrorism, organised crime and national emergencies;
- constantly adapt and reform to the changing nature of crime to keep people safe;
- improve the way we work and learn when things go wrong to build people's confidence in the service; and
- provide an efficient, effective and value for money service.

### 19. NPCC Coordination Committees and our Committee Coordinators

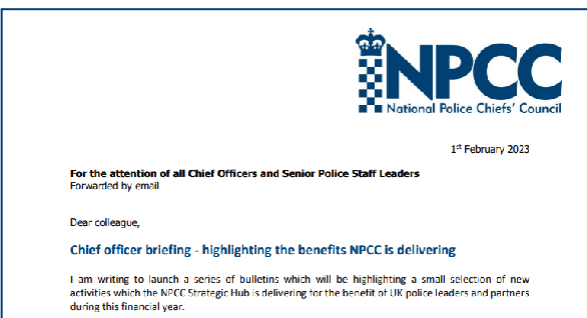
#### Coordination Committees

There are 12 coordination committees, each is chaired by a serving chief constable or assistant commissioner from a police force which is a signatory of NPCC's Section 22a Collaboration Agreement. Committee chairs lead on a broad area of policing business and report to Chief Constables' Council.

To become a coordination committee chair, chief constables/assistant commissioners must put themselves forward, and appointment is determined through election by all chief police officers. The tenure for each chair is three years and the chair may serve a maximum of two consecutive terms. To serve a second term the chair must stand for re-election.

As stated in NPCC's Section 22a Collaboration Agreement, the chair of the Counter Terrorism Coordination Committee must be the holder of the post of Assistant Commissioner Specialist Operations in the Metropolitan Police Service and is not

# Benefits and Surveys



**Benefits:** Three external benefits bulletins circulated during February and March to promote Strategic Hub activities articulating benefits being delivered to NPCC leads, forces and partners. Microsoft Sway statistics show positive levels of engagement:

Second Bulletin

238 views, 2m avg time spent, 40% avg completion  
132 glanced, 51 quick reads, 55 deep reads

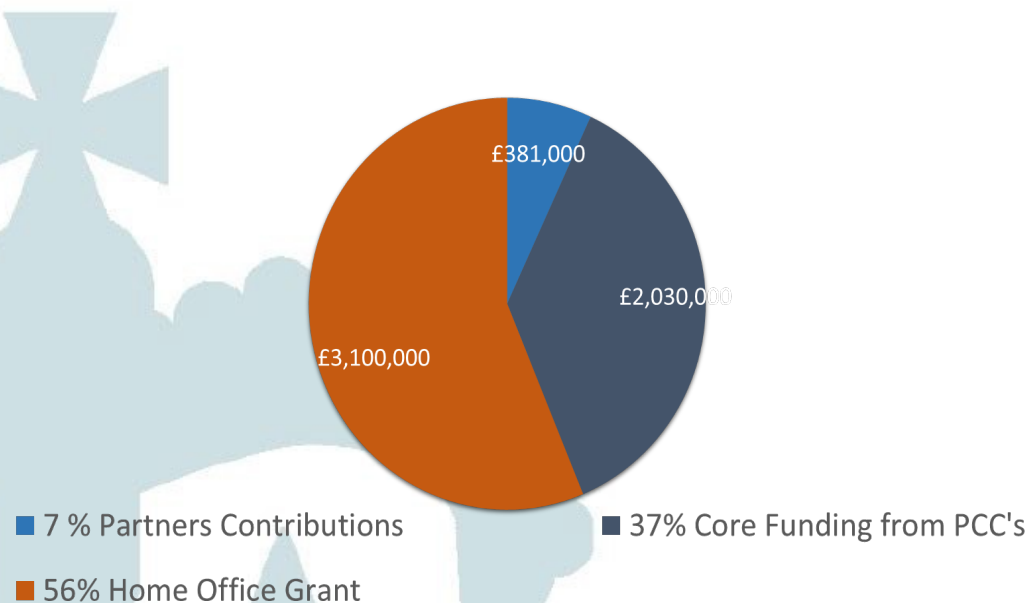
Third Bulletin

237 views, 1m avg time spent, 28% avg completion  
169 glanced, 28 quick reads, 40 deep reads

- **Surveys: Chief Officer and Partner Surveys closed fully on 22 March.**
- ✓ **55 responses from Chief Officers**

# NPCC Hub Sustainable Funding

## Current Funding Arrangements.



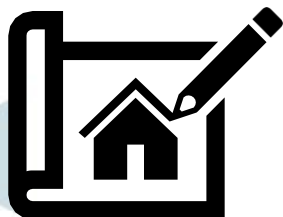
Current Home Office Grant Award funds 49 posts including:

- All Committee Coordinators
- All SPP
- All ODC
- Elements of Comms and Business Support

Current source of HO funding from NPCU reallocations will not be available post March 2024

# Sustainable Funding - timeline

Continuous Stakeholder  
Engagement



## Phase 1 March – May

Remodel of the Hub: ensure efficiency and effectiveness taking into account the Independent Review, priority based budgeting, surveys and benefits realisation.



## Phase 2 June – September

Confirmation of funding options and formal engagement with key stakeholders – CC, PCC, and HO. Secure formal agreement of funding decision



## Phase 3 September Onwards

Planning implementation of the agreed sustainable funding model. Reviewing the S22 arrangement as needed. Building cohesive governance and monitoring structures.

# Sustainable Funding - Governance

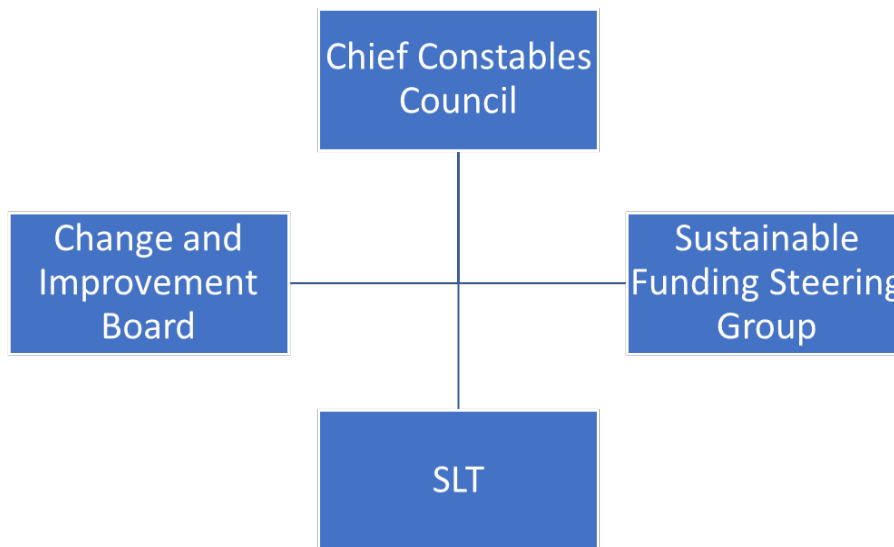
**Chief Constables Council (bimonthly) – overall decision-making.**

**Home Office National Police Capabilities Unit (monthly) – grant award deliverables**

**NPCC Change and Improvement Board (bimonthly) – project assurance and oversight**

**Sustainable Funding Steering Group (bimonthly) – strategic pacesetter and stakeholder engagement**

**SLT (monthly) – Hub development**



Chief Constables Council	Expectations
May	Update on Hub Refresh
July	CCC Decision on funding position
Sept	Confirmation of outcome and next steps

## Survey Chief Officer Results re sustainable funding

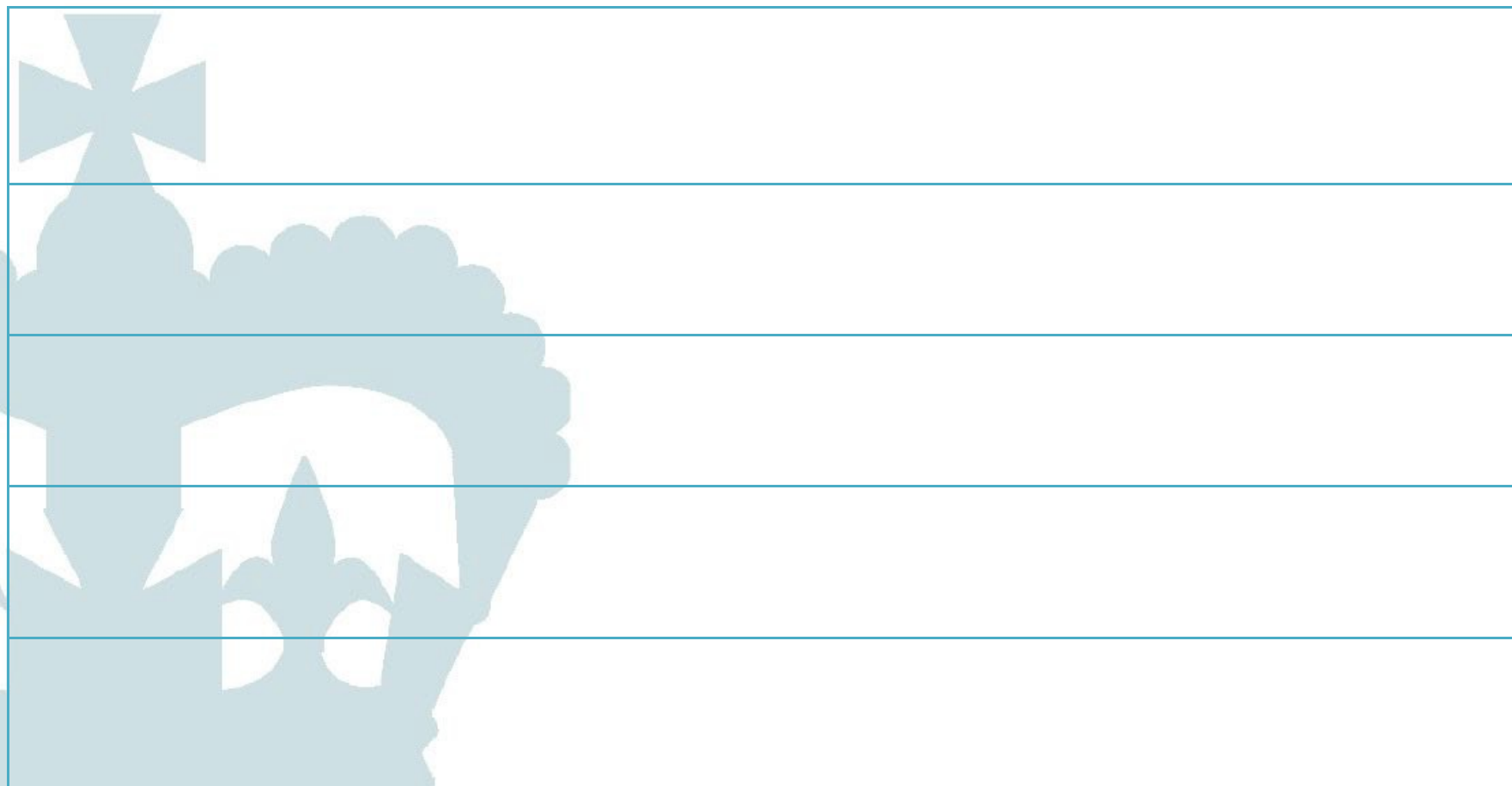
**58%** - Home Office

**36%** - hybrid of both Home Office and forces/PCC

**4%** - forces/PCC

**2%** - other sources


# NPCC strategic objectives that your topic supports

A large rectangular box with a light blue border occupies the lower two-thirds of the page. It is divided into five horizontal sections by four thin blue lines. On the left side of the box, there is a faint, light blue watermark of the NPCC crest, which includes a cross at the top and a crown below it. The rest of the box is empty, intended for the user to write down the strategic objectives supported by their topic.

# Decision Request

Please document any specific decisions that council need to take

Finance related decisions need to have gone to finance committee first and if portfolio or working group related, should go through the relevant committee first

A large rectangular area with a light blue border and horizontal lines, intended for writing. On the left side, there is a faint, light blue watermark of a crown, which is the crest of the NPCC.



# Chief Constables' Council

## Title: National Public Anti-Abuse & Corruption Line

29 March 2023 / Agenda Item: Session 1

<b>Security Classification</b>	
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<b>OFFICIAL-SENSITIVE</b>	
<b>Freedom of information (FOI)</b>	
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<b>Author:</b>	Chief Inspector Anil Mander
<b>Force/Organisation:</b>	NPCC
<b>Date Created:</b>	15/03/2023
<b>Coordination Committee:</b>	N/A
<b>Portfolio:</b>	N/A
<b>Attachments @ para</b>	N/A
<b>Information Governance &amp; Security</b>	
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<a href="https://www.gov.uk/government/publications/security-policy-framework/hmg-security-policy-framework#risk-management">https://www.gov.uk/government/publications/security-policy-framework/hmg-security-policy-framework#risk-management</a>	

### 1. INTRODUCTION

- 1.1. Given the success of the Metropolitan Police Service (MPS) public-facing and abuse and corruptionline, powered by Crimestoppers, the NPCC and APCC have together been exploring whether there would be value in rolling out such an interface nationally.

### 2. BACKGROUND

- 2.1. In November the MPS, together with Crimestoppers launched the UK's first reporting service giving the public across Greater London the ability to report their concerns on corruption and/or abuse within the MPS. The table below shows the level of contacts, via both phone and online, and the number of disseminations to the MPS between November 2022 and start of March 2023.

Month	Incoming Telephony			Incoming Online		Disseminations						Summary			
	Calls Offered	Calls Answered	% Calls Answered	Total Visits To Campaign Page	Total Visits to Online Form	Telephone Reports	% Calls to Reports	TOTAL Online Reports	Keep In Contact (Online)	Total Disseminations	Number of Sources Leaving Contact Details	% of Sources Leaving Contact Details	TOTAL CONTACTS	TOTAL DISSEMINATIONS	% Contact to Dissemination
Nov Total (29th & 30th)	122	108	89%	567	82	29	27%	6	3	35	25	71%	128	35	27%
Dec Total	267	223	84%	924	214	61	27%	35	6	96	60	63%	302	96	32%
Jan Total	248	220	89%	914	304	74	34%	57	16	131	79	60%	305	131	43%
Feb Total	204	188	92%			48	26%	26	6	74	48	65%	230	74	32%
<b>Grand Total</b>	<b>841</b>	<b>739</b>	<b>88%</b>	<b>2405</b>	<b>600</b>	<b>212</b>	<b>29%</b>	<b>124</b>	<b>31</b>	<b>336</b>	<b>212</b>	<b>63%</b>	<b>965</b>	<b>336</b>	<b>35%</b>



Data from the MPS line also shows there have been a relatively large number of reports relating to other forces (55 – 29/11/22 to 7/03/23), even though the service has only been publicised across London.

Crimestoppers also run police integrity lines for 26 forces across the UK. These are internal facing reporting lines, to be used by officers and staff to report concerns and are not for public use.

2.2. Early discussions have been held with the following leads and organisations:

**Crimestoppers** – **\*\*S43\*\***

**MPS (Cmdr. James Harman & MPS Commercial)** – Have confirmed support for a national line and have indicated they would be content to be the lead force and hold the contract if deemed appropriate, but the contract would need to be signed off through MPS and MOPAC governance. MPS outlined the success of the line to date and the importance of the Crimestoppers brand and experience to enable the public to report confidentially and anonymously.

**NPCC Lead for Counter Corruption** – Engaged for awareness and is supportive of the creation of a national line. Due diligence around other possible public lines in existence also undertaken.

**NPCC Lead for Crimestoppers** – Engaged for awareness and is supportive of the creation of a national line.

**Blue Light Commercial (BLC)** – Engaged to discuss contractual and commercial element. Given the potential value and timeframe of the contract, it has been advised it may be necessary to go out to the market to stay within public contract regulations. This would likely have associated time constraints (approx. 3-6 months). BLC highlighted that clear rationale for a direct award would have to be considered, alongside any potential risk associated with a direct award. BLC also indicated they would be willing to hold the contract nationally for policing.

2.3. **\*\*S43\*\***

2.4. The NPCC and APCC understand the value of implementing a robust national public anti-abuse and counter corruption line in a timely fashion to help restore public trust and confidence and are keen to ensure the development and roll out of such a function, in as timely manner as possible.

### 3. CONCLUSION

3.1. Based on early conversations with Chiefs and PCCs, as well as with Ministers, there appears to be broad support for the implementation of a national line that would support all forces UK wide.

3.2. A national line would bring several potential benefits including:

- a) Cost savings – it is likely one national line would bring better value for money rather than individual forces undertaking their own local contracting arrangements.
- b) Clear route for the public to raise issues rather than numerous telephone numbers and points of contact.
- c) Consistent messaging and communication across policing.
- d) Effective service provision which is managed at a single level.
- e) Should the contract be awarded to Crimestoppers, this would utilise an existing brand which has built the confidence of the public and is well known and trusted.

3.3. However, the implementation of a National Anti-Abuse and Corruption line may have associated time constraints (three to six months) if direct award is not possible.

#### **4. DECISIONS REQUIRED**

4.1. We are seeking a decision on whether Chief Constables support option a or b below. Should A be agreed then Chief Constables are asked to consider point C. Are Chief Constables:

- a) Content in principle to approve the roll out of a national anti-abuse and corruption line meeting necessary procurement rules, noting the potential for extended timeframes should direct award not be possible.
- b) Or, are Chief Constables content to identify and explore individual contractual agreements to roll out local force by force anti-corruption lines, noting the likelihood of increased costs and disjointed messaging.
- c) If A is agreed, are Chief Constables content for the NPCC/APCC to explore timely procurement options, including the possibility of a direct award, whilst considering and managing any associated risks.

# **NPCC Future Financial Planning Review**

## **(Finance Coordination Committee, NPCC Hub)**

**29/03/2023**

**CC Paul Sanford**  
**(Finance CC)**

## NPCC Operating Budget Summary 2023/24

- Budget for 2023-24 - £20,265,409
- Decreased 'function' reserve levels used to bridge potential funding gap for 2023/24.
  - In 2022/23, Finance Coordination Committee/SPP conducted strategic review of programmes and 'functions',
  - Identified areas of unmanaged reserves (held for growth),
  - Recommendation agreed at CCC that functions should not hold reserves above a maximum of 5%,
  - Reduced reserves positions decreased overall 2023/24 funding bid by over £400k.
- Resulting in, no increase in required budget from 2022/23 to 2023/24...
  - ...no increase in funding contributions from funding Parties/PCCs.
- Remaining budget of £203,574 for Chiefs Constables to invest in year
  - Already additional funding requested pressures for 2023/24 Op Bridges Role and Vetting Funding post Carrick.

## Future NPCC Finance Operating Budget Financial Pressures

- Funding gap potentially set to increase through 2023/24 and into 2024/25 -
  - inflation rate,
  - pay awards etc.
- Funding Gap for 2024/25 at present is £676,442.
- Gap could potentially increase further depending on developments during the year –
  - Including outcome of ongoing discussion with the Home Office (e.g. sustainable funding options for NPCC Operating Hub, Forensic Capability Network etc.)
    - NPCC Operating Hub - £3.2m
    - Forensic Capability Network - £3.2m

# Funding of NPCC Functions 2023/24

Committee	Host Force	Activity	PCC Contribution £	Partner Contribution £	Total £
Crime	Avon and Somerset	Surveillance Data Dashboard - Surveillance 104 Licences	£41,600	£0	£41,600
Crime	Avon and Somerset	Surveillance Data Dashboard - Regional Licence Split - TSU 40 Licences	£16,000	£0	£16,000
Crime	Derbyshire Constabulary	Undercover Policing Public Inquiry 3 year Funding	£1,131,200	£63,900	£1,195,100
Crime	Mayor's Office for Policing and Crime (MOPAC)	NPCC D-DACs Funding	£438,612	£41,816	£480,428
Crime	Mayor's Office for Policing and Crime (MOPAC)	Contribution to SOC Lead Role	£45,000	£0	£45,000
Crime	Mayor's Office for Policing and Crime (MOPAC)	VAWG Option 1 £296,468	£296,468	£0	£296,468
Crime	PCC for Hampshire	Budget and Funding for National Wildlife Crime Unit	£222,189	£10,396	£232,585
Crime	PCC for West Mercia	OPAL Team Funding	£268,573	£65,280	£333,853
Crime	PCC for Cumbria	Funding National MAPPA Policy Lead Post	£45,504	£0	£45,504
Criminal Justice	Cambridgeshire Constabulary	Additional Support to the NPCC Criminal Justice Charging Portfolio	£88,285	£0	£88,285
Criminal Justice	Surrey	Custody Review Panel Lead (CRPL) for the National Police Estate Group	£42,000	£0	£42,000
Digital, Data and Technology	PCC for Hampshire	National Police Freedom of Information and Data Protection Unit	£430,467	£20,142	£450,609
Diversity, Equality & Inclusion (DEI)	Derbyshire Constabulary	National Internal Stakeholder Engagement Group	£50,000	£0	£50,000
Diversity, Equality & Inclusion (DEI)	Mayor's Office for Policing and Crime (MOPAC)	NPCC Inclusion & Race Equality Team	£2,085,466	£0	£2,085,466
Finance / NPoCC	Thames Valley	Upper Heyford PPE Store for COVID	£37,000	£0	£37,000
Local Policing	North Yorkshire	National Safeguarding Management and VPC Standards	£160,000	£0	£160,000
Local Policing	Thames Valley	Chaplaincy - David Wilbraham	£57,950	£0	£57,950
NPCC	Mayor's Office for Policing and Crime (MOPAC)	NPCC Central Office	£2,032,386	£381,374	£2,413,760
NPCC	Mayor's Office for Policing and Crime (MOPAC)	COVID Public Inquiry	£192,242	£18,328	£210,570
NPCC	PCC for Hampshire	ACRO Criminal Records Office Funding	£2,736,047	£263,953	£3,000,000
NPCC	Mayor's Office for Policing and Crime (MOPAC)	NPoCC Strategic Intelligence and Briefing (SIB) team.	£1,324,478	£0	£1,324,478
NPCC	Mayor's Office for Policing and Crime (MOPAC)	NPoCC Operations	£2,409,494	£344,212	£2,753,706
Operations	Cambridgeshire Constabulary	UK Casualty Bureau Co-ordinator	£101,527	£0	£101,527
Operations	British Transport Police	Less Lethal Weapons Staff Resource	£206,320	£0	£206,320
Operations	College of Policing	Taser Assurance - Delivery of Taser Training	£152,977	£0	£152,977
Operations	College of Policing	National Personal Safety Training	£212,937	£0	£212,937
Operations	PCC for North Wales	Forensic Collision Investigation Network (FCIN)	£3,058,475	£0	£3,058,475
Workforce	Thames Valley	Pay & Rewards Team: Funding & Secondments	£314,000	£0	£314,000
Workforce / Finance	Hertfordshire Constabulary	NPCC Pension Resource Planning Remedy	£500,000	£0	£500,000
<b>Total</b>			<b>£18,697,198</b>	<b>£1,209,401</b>	<b>£19,906,599</b>

## Proposal – NPCC Future Financial Planning Review 2023/24

- Agreement at CCC (Dec-22), that work be undertaken to seek potential efficiency/cost savings and prioritisation of funding for 2024/25 without reducing NPCC’s operational delivery or functionality.
- A proposal has been made by FCC and the Hub (SPP) to undertake a ‘Future Financial Planning Review’, seeking to provide –

“supportive assurance review of the NPCC functions, to inform sound financial management, VFM and strategic decision making at CCC and across the NPCC.”

‘NPCC Future Financial Planning Review Terms of Reference’, Feb-23

## Proposal – NPCC Future Financial Planning Review 2023/24

The review will seek to provide supportive assessment and reporting on the five key areas for each of the functions (where applicable) –

1. Purpose and Background – the background and rationale for the establishment and lifecycle of the function, including any changes in purpose, evolution or development to date;
2. Resource and Capability – the current staffing levels, skills/capabilities and FTE, and roles within the function, including, where applicable, future requirements;
3. Performance and Delivery – the strategic and delivery objectives of the function, performance, delivery and outcomes (including delivery to date and future objectives);
4. Governance and Management – governance and management of the function, reporting and decision making etc;
5. **Budget and Funding (inc VFM) – cost/benefit, risks and opportunities, funding/cost vs delivery and prioritisation.**

## Proposal – NPCC Future Financial Planning Review 2023/24

The review will consider the specific requirements of each function and ensure proportionate use of the following, to inform reporting on each function –

1. Desktop Review – review and assessment of existing products, reports and documents e.g. establishment and structure charts, performance reports, strategic and business plans etc; with particular focus on budgets, MTFP, funding streams and spending, assessing the degree of utilisation and effectiveness of any existing processes.
2. Structured Interview – individual or group interviews with relevant leads, staff and stakeholders of the function(s), to inform the review team’s understanding of purpose and delivery, priorities and VFM.
3. Short-form Survey – if applicable, the use of short-form surveys may be considered by the review team to collate wider input and/or to sense check findings/triangulate opinions.
4. Assessment Review Report(s) – a collated report will be provided for each assessed function including consideration of improvement recommendations. Reports will be submitted for review to functions leads and associated Coordination Committee chairs, prior to submission to SPCB and CCC

## Proposal – NPCC Future Financial Planning Review 2023/24

The proposed review has been sponsored by CC Paul Sanford (Finance Coordination Committee Chair) and endorsed by CC Gavin Stephens (incoming NPCC Chair).

The review will be coordinated by Finance CC and NPCC Hub staff, and will draw on input from colleagues within each of the functions, associated Coordination Committees, stakeholders etc.

### Review team -

- Inderjit Malhi, Finance Committee Coordinator/NPCC Hub Strategic Finance Lead
- Lee Milton, Strategic Planning and Risk Manager (Strategy, Planning and Performance, NPCC Hub)
- Claire Murray, Senior Manager (Organisational Development and Change, NPCC Hub)

A proposed Terms of Reference for the work has been drafted for consideration (input is being sought from APCC colleagues to QA the approach).

# Chief Constables' Council

## Title: NPCC Future Financial Planning Review Terms of Reference

### 29 March 2023 / Agenda Item: Session 1

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<b>Author:</b>	Lee Milton and Inderjit Singh Malhi
<b>Force/Organisation:</b>	NPCC Strategic Hub – Strategy, Planning and Performance Team (SPP) and Finance Coordination Committee
<b>Date Created:</b>	10 <sup>th</sup> February 2023
<b>Coordination Committee:</b>	Finance
<b>Portfolio:</b>	-
<b>Attachments @ para</b>	App 1
<b>Information Governance &amp; Security</b>	
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<a href="https://www.gov.uk/government/publications/security-policy-framework/hmg-security-policy-framework#risk-management">https://www.gov.uk/government/publications/security-policy-framework/hmg-security-policy-framework#risk-management</a>	

## 1. Purpose

- 1.1 To review the 'funded functions' (Appendix 1) within the NPCC to assess delivery of strategic objectives and to ensure effective and efficient use of available funding streams (value for money, VFM) in delivering the required business and operational functions across the NPCC network.
- 1.2 To inform strategic assessment of the functions as part of sustainable funding work to be progressed during 2023/24, in support of the planned prioritised funding approach in 2024/25.
- 1.3 To seek opportunities for cost and efficiency savings across the funded functions; to identify possible headroom in the NPCC operating budget; and to enable investment in new and emerging threats informed by evidence-based priorities.
- 1.4 To support funded functions to engage with wider NPCC process (including governance and business planning) to ensure consistency, clarity of purpose and transparency, seeking opportunities to improve efficiency and effectiveness in delivery of NPCC strategic objectives.

## 2. Context



- 2.1** During 2022/23, the NPCC Finance Coordination Committee (FCC) began a strategic review of all programmes and functions within the NPCC. Supported by the Strategy, Planning and Performance team (SPP), this work sought to ensure transparency around value for money and delivery of the functions in line with the NPCC Strategic Plan.
- 2.2** Based on this initial work and following discussion at Chief Constables' Council (CCC), a recommendation was agreed that NPCC functions should hold a maximum of 5% in general reserves and reserves should only be held where there is a clear and agreed intended purpose.
- 2.3** All functions were instructed to review their 2023-24 funding submissions in line with the new reserves policy; moving reserves in line with this approach (e.g. reducing reserves previously held for growth), some functions were able to decrease their funding bids for 23/24 by over £400k.
- 2.4** However, in light of anticipated budgetary constraints for 2024/25, the continuation of the current NPCC functions for the next financial year will likely require an increase in the NPCC operating budget (i.e. increased funding contributions from the NPCC funding parties) or some reduction of the NPCC functions.
- 2.5** It was agreed at CCC in February 2023, that work be undertaken to review the objectives, delivery, value for money and the strategic requirements for the functions, with a view to identifying potential cost savings and prioritisation of funding for 2024/25 without negatively impacting on NPCC's operational delivery or functionality.
- 2.6** The Future Financial Planning Review seeks to provide supportive assurance review of the NPCC functions, to inform sound financial management, VFM and strategic decision making at CCC and across the NPCC.
- 2.7** In addition to the review, the NPCC Finance Coordination Committee will continue to review national function budgets to ensure value for money and monitor expenditure against budgets throughout 2023/24, and a Medium Term Financial Plan (MTFP) will be produced for all functions and programmes funded through the NPCC operating budget by the end of the first quarter in 2023.

### **3. Scope**

- 3.1** The review will seek to assess and report on the five key areas for each of the functions (where applicable)
- 3.2** Purpose and Background – the background and rationale for the establishment and lifecycle of the function (operational, statutory/legislative etc), including any changes in purpose, evolution or development to date;
- 3.3** Resource and Capability – the current staffing levels, skills/capabilities and FTE, and roles within the function, including, where applicable, future requirements;
- 3.4** Performance and Delivery – the strategic and delivery objectives of the function, performance, delivery and outcomes (including delivery to date, future objectives, alignment to strategies, NPCC Strategic Plan etc);

**3.5 Governance and Management** – governance and management of the function, reporting and decision making etc;

**3.6 Budget and Funding (inc VFM)** – cost/benefit, risks and opportunities, funding/cost vs delivery and prioritisation.

#### **4. Review Team**

**4.1** The Future Financial Planning Review has been sponsored by CC Paul Sanford (Finance Coordination Committee Chair) and endorsed by CC Gavin Stephens (incoming NPCC Chair).

**4.2** The Future Financial Planning Review team –

- Inderjit Malhi, Finance Committee Coordinator/NPCC Hub Strategic Finance Lead
- Lee Milton, Strategic Planning and Risk Manager (Strategy, Planning and Performance, NPCC Hub)
- Claire Murray, Senior Manager (Organisational Development and Change, NPCC Hub)

#### **5. Methodology**

**5.1** The review team will consider the specific requirements of each function and ensure proportionate use of the following, where appropriate.

**5.2** Desktop Review – review and assessment of existing products, reports and documents e.g., establishment and structure charts, performance reports, strategic and business plans etc; with particular focus on budgets, MTFP, funding streams and spending, assessing the degree of utilisation and effectiveness of any existing processes.

**5.3** Structured Interview – individual or group interviews with relevant leads, staff and stakeholders of the function(s), to inform the review team’s understanding of purpose and delivery, priorities and VFM.

**5.4** Short-form Survey – if applicable, the use of short-form surveys may be considered by the review team to collate wider input and/or to sense check findings/triangulate opinions.

**5.5** Assessment Review Report(s) – a collated report will be provided for each assessed function (based on the structure at points 3.1) including consideration of improvement recommendations. Reports will be submitted for review to functions leads and associated Coordination Committee chairs, prior to submission to SPCB and CCC (see timeline, 6.1).

**5.6** The review team will identify ‘priority functions’ to be assessed during the first phase of this work (Phase 1, April – September 2023). Further functions will continue to be reviewed during 2023/24, as Phase 2.

**5.7** The review team will engage with Committee Chairs and Coordinators, at appropriate points of the planning and review work, to ensure suitable opportunity for input and engagement.

5.8 The review team will report progress on a monthly basis to the Finance Coordination Committee chair, NPCC Chair and Hub Lead; and to the Committee Chairs, via SPCB, every two months.

5.9 Collated reporting for Phase 1, will be submitted with full review details, including comments and recommendations at Chief Constables' Council September 2023.

## 6. Delivery Timeframes

6.1 A proposed timeline for delivery of Phase 1 (review of priority functions), subject to review as necessary,

### March 2023

- Identification of priority/key functions
- Notification to key functions of activity to be undertaken
- Agreement of team/cohort and areas of responsibility
- Propose question set for structured interview, response templates etc.
- Assign functions to review team for progress.

### April - May 2023

- Scoping of stakeholders for each function
- Schedule interview/sessions for discussion
- Request documentation for desktop review
- Initiate Review for priority areas (begin Desktop Exercise, interviews)

### June - July 23

- Complete desktop review
- Complete interviews/group sessions

### August 2023

- Draft review reports for key functions, feedback to functions and

### September 2023

- Submission to CCC
- Phase 2 considerations, further functions for review.

## 7. DECISIONS REQUIRED

7.1 Chiefs Council to agree to the process and timeline outlined above.

**Paul Sanford**  
**Chief Constable**  
**Norfolk Constabulary**  
**NPCC Finance Coordination Committee**

## Appendix 1

Committee	Host Force	Activity	Total £
Crime	Avon and Somerset	Surveillance Data Dashboard - Surveillance 104 Licences	£41,600
Crime	Avon and Somerset	Surveillance Data Dashboard - Regional Licence Split - TSU 40 Licences	£16,000
Crime	Derbyshire Constabulary	Undercover Policing Public Inquiry 3-year Funding	£1,195,100
Crime	MOPAC	NPCC D-DACs Funding	£480,428
Crime	MOPAC	Contribution to SOC Lead Role	£46,721
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Crime	PCC for Cumbria	Funding National MAPPA Policy Lead Post	£45,504
Criminal Justice	Cambridgeshire Constabulary	Additional Support to the NPCC Criminal Justice Charging Portfolio	£88,285
Criminal Justice	Surrey	Custody Review Panel Lead (CRPL) for the National Police Estate Group	£42,000
Digital, Data and Technology	PCC for Hampshire	National Police Freedom of Information and Data Protection Unit	£450,609
Diversity, Equality & Inclusion (DEI)	Derbyshire Constabulary	National Internal Stakeholder Engagement Group	£50,000
Diversity, Equality & Inclusion (DEI)	MOPAC	NPCC Inclusion & Race Equality Team	£2,085,466
Finance / NPoCC	Thames Valley	Upper Heyford PPE Store for COVID	£37,000
Local Policing	North Yorkshire	National Safeguarding Management and VPC Standards	£160,000
Local Policing	Thames Valley	Chaplaincy - David Wilbraham	£57,950
NPCC	MOPAC	NPCC Central Office	£2,413,760
NPCC	MOPAC	COVID Public Inquiry	£210,570
NPCC	PCC for Hampshire	ACRO Criminal Records Office Funding	£3,000,000
NPCC	MOPAC	NPoCC Strategic Intelligence and Briefing (SIB) team.	£1,324,478
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Operations	Cambridgeshire Constabulary	UK Casualty Bureau Co-ordinator	£101,527
Operations	British Transport Police	Less Lethal Weapons Staff Resource	£206,320
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Operations	College of Policing	National Personal Safety Training	£212,937
Operations	PCC for North Wales	Forensic Collision Investigation Network (FCIN)	£3,058,475
Workforce	Thames Valley	Pay & Rewards Team: Funding & Secondments	£314,000
Workforce / Finance	Hertfordshire Constabulary	NPCC Pension Resource Planning Remedy	£500,000
<b>Total</b>			<b>£19,906,599</b>

# Crime / Incident Recording & Counting Rules:

## HOCR Review Update

Chief Constable Chris Rowley



# Background

**Sept. 2022**

Home Sec. letter to all CC's outlining governments policing priorities.

**27<sup>th</sup> Sept. 2022**

NPCC response to Home Sec.

Included was the need to improve productivity & crime recording process

**6<sup>th</sup> Dec.2022**

Policing Minister chaired a roundtable to discuss solutions to a number of issues raised

**20<sup>th</sup> Dec.2022**

Policing Minister requests proposals against five areas

# Five areas:

Make changes to the crime cancellation rules to redress the current imbalance between the low-bar for a crime recording decision and the higher-bar for a cancellation decision, without losing victim focus

Restore a version of the principal crime rule to remove double counting of behavioural crimes, for example including consideration for prioritising stalking and harassment over less serious assaults.

Consider the case for de-notifying the offence of malicious communications, as such incidents absorb a disproportionate amount of investigative time and often occupy a grey area between incivility or free speech and crime

Consider, with a view towards simplification, what changes are needed to the framework for reporting on investigative outcomes including the recording or reporting of crimes disclosed by victims who do not want a police investigation

Consider what immediate training will be needed for those police staff and officers involved in crime recording, so changes introduced from April 2023 are consistent across all forces.

# Consultation

## National Leads

AC Louisa Rolfe	Domestic Abuse
CC Sarah Crew	Adult Sexual Offences
DCC Emma Barnett	Victims & Witnesses
PCC Donna Jones	Joint Victims Lead
DCC Paul Mills	Stalking & Harassment
DCC Ian Critchley	Child Protection, Abuse & Investigation
DCC Maggie Blyth	VAWG
CI Colleen Lavery	VAWG
NCR Steve Williams	Home Office
Robin Laird	HMICFRS

## Victims Representation/ Groups

Domestic Abuse Commissioner
Suzy Lamplugh Trust
Women's Aid
End Violence Against Women & Girls
Imkaan
London Metropolitan University

# Recommendations

## Crime cancellation rules

Would lead to 3 to 5% of crime reports being cancelled.

*Equivalent of a reduction of up to 236,000 crime reports in England and Wales a year.*

## Restore a version of the principal crime rule to remove double counting of behavioural crimes

*Removing double-counting could save up to 262,000 officer hours.*

## Consider de-notifying malicious communications

Decision made to retain

Where the Mal Comms is part of a conduct crime the revised Principal Crime Rule will remove the need to record them.

*Potential saving of up to 124,000 crimes, or 124,000 officer/staff hours.*

## Simplification of outcomes framework

This is currently being addressed in the Outcomes working group. To avoid duplication, it is proposed that the 'reduction of outcomes' is part of Phase two of the HOCR review (for changes to be enacted in March 2024).

## Training

CoP required to develop & deliver training to allow for CPD.

Must include specific additional safeguards for cases involving DA and serious violence including sexual VAWG.

Forces must take steps to ensure all FCR's and DDM's are accredited.

## Section 5 Public Order Act 1986

S.5 to be a non-notifiable offence

*Reduction of approximately 47,000 crime reports in England and Wales.*

# Next steps

## Phase 1

- Implementation 1<sup>st</sup> May 2023

## Phase 2

- Outcomes framework
- Operation Soteria
- Alignment of CPS charging standards with crime recording
- N100/ N300



[Back to Agenda](#)



# Fleet Decarbonisation Workshop Summary

NPCC Briefing

**March 2023**

# The Challenge

By 2030, the purchase of all new petrol and diesel ICE vehicles will be banned



Today **1.7%** of the UK police fleet is fully electric.



To achieve **80%** electrification by 2030, **~4000** vehicles per year will have to be transitioned to zero emission from 2024.

**23%**

However only **23%** of forces have an approved transition plan and **85%** find it challenging to understand the vehicles and infrastructure required

Ban on new diesel and petrol vehicles

Ban on new hybrid vehicles

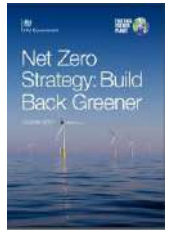
UK government net zero target



**2027**  
100% of government cars must be zero emission

**2037**  
75% reduction in public building carbon emissions

Net Zero Strategy: Build Back Greener



## Key considerations



By 2035 the purchase of new **hybrid vehicles will also be banned** and **combustion engine vehicle production by 2025**



**HMICFRS** are expected to begin **assessing forces' sustainability** initiatives as part of the national inspection framework pursuant to the UK Government's 2050 Net Zero target



An increasing number of **city and local authorities** are announcing or expanding **low or zero emission zones** to comply with air quality regulations



Fleet decarbonisation will happen and will have a **significant operational impact** over the next 3-4 years. Failing to address this change as a

coordinated total force response will leave forces operations at risk

# Fleet Decarbonisation Workshop – 22nd February 2023

## Workshop Summary

BlueLight, NPCC and Accenture hosted a collaborative Fleet Decarbonisation Workshop attended by **over 40 participants, representing 18 forces and 2 national government ministries.**

The aim was to **explore the current state** of decarbonisation and **the challenges forces are experiencing, plan for the future** by looking at how forces can **overcome these challenges** and share ideas on how to **measure progress** consistently across policing.

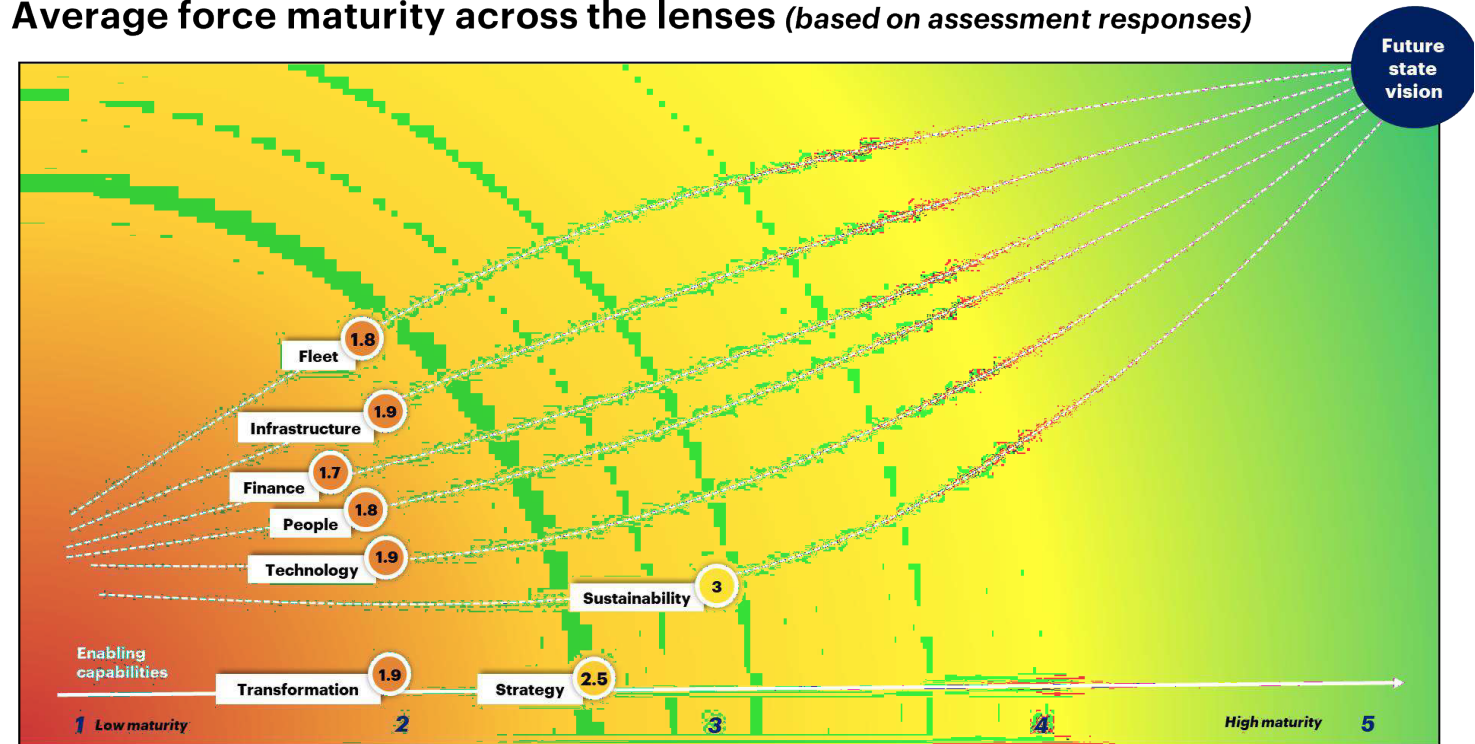
## Key discussion points

- 1 UK policing's **current progress towards achieving fleet decarbonisation** comparing forces' own positions relative to the national group
- 2 The **challenges associated with fleet decarbonisation** and how these can be **overcome through local, regional and national coordination**
- 3 The metrics that should be used to **measure progress** towards decarbonisation, and **how this data should be collected.**

## Assessing where forces are on their journey

Ahead of the workshop, attending forces responded to a **pre-maturity assessment** which looked to assess **how forces have progressed on their decarbonisation journey** so far. 22 forces responded to this assessment. On average, most forces have made **the most progress in setting overall sustainability targets**, however specific **fleet decarbonisation progress across all lenses has been limited.**

## Average force maturity across the lenses (based on assessment responses)



# Fleet Decarbonisation Workshop – Attendees

## Workshop Attendees

Workshop attendees self-identified their force into one of three categories: *urban, mixed or rural*.

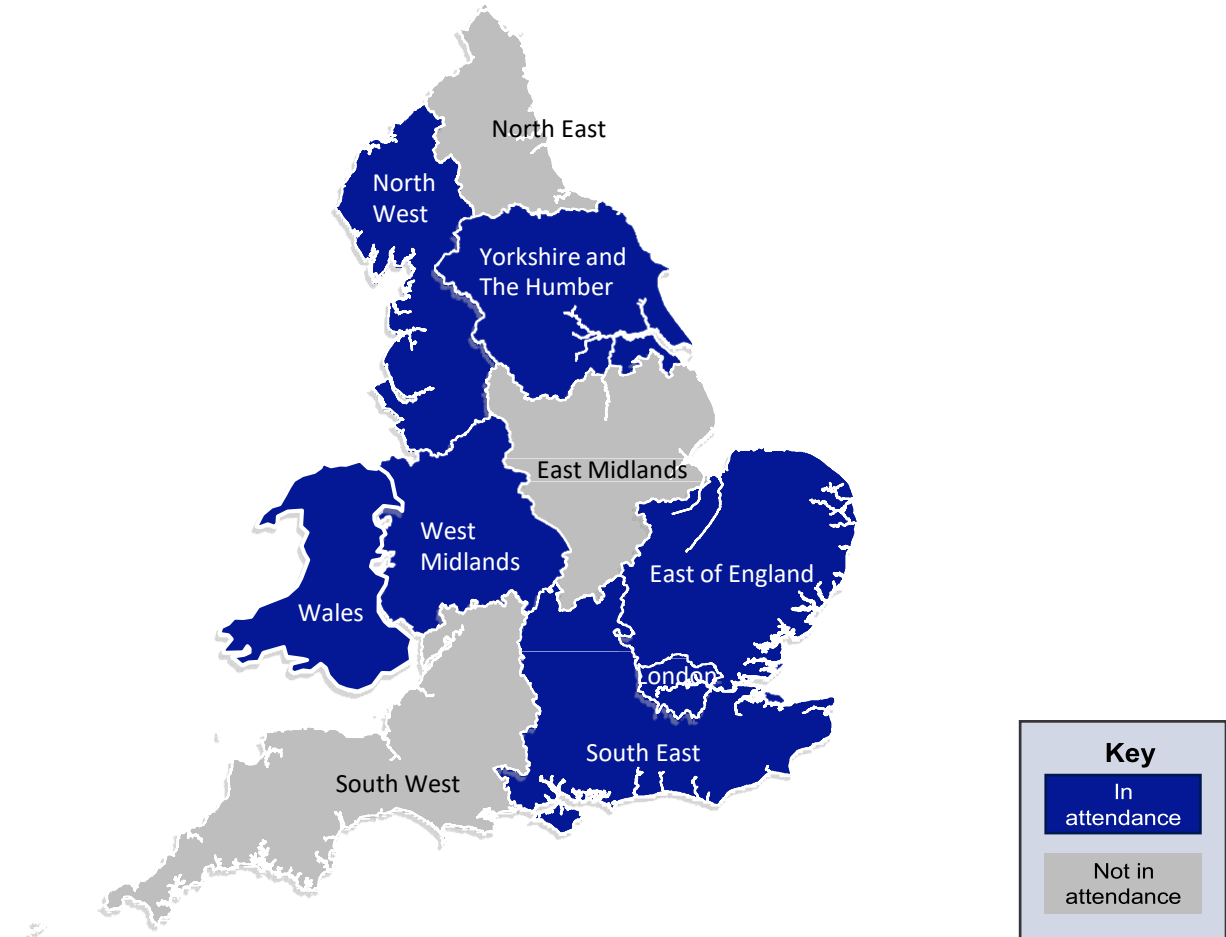
The breakdown of attending forces was as below:

4	Urban Forces
12	Mixed Forces
4	Rural Forces

The workshop saw diverse representation across the majority of the regions in England. 3 of the 20 attending 'forces' (MoD, Home Office and Civic Nuclear Constabulary) have operational policing responsibilities that sit across the UK.

Whilst unavailable for the session, representatives from Wales filled out the pre-assessment survey.

## Geographical Spread of Forces (England and Wales)



# Opportunities for National Coordination and the NPCC's Role



85%



75%



30%



25%



20%

Challenge

	of forces find it challenging to understand <b>equipment (vehicles &amp; charging infrastructure)</b> needed	of forces find it challenging to understand or acquire the <b>funding</b> they need for the transition	of forces find it challenging to get <b>officers to accept the change</b>	of forces find it challenging to understand how to <b>get started</b> on their decarbonisation journey	of forces find it challenging to get <b>leadership buy-in</b> for fleet electrification
Example National Support Asks	<ul style="list-style-type: none"> <li>Reviewing national guidance for EVs</li> <li>Coordinating vehicle testing and sharing outputs</li> <li>Designing a coordinated national charger infrastructure strategy</li> </ul>	<ul style="list-style-type: none"> <li>Lobbying for finance from Home Office/government</li> <li>Coordinating vehicle testing and sharing outputs</li> <li>Additional funding for forces, particularly smaller ones</li> </ul>	<ul style="list-style-type: none"> <li>Coordinating a national approach to training and organisational learning</li> <li>Liaising with the College of Policing for necessary updates to training curriculum</li> <li>Embedding cultural change</li> </ul>	<ul style="list-style-type: none"> <li>Producing a 'toolkit' for forces and framework for planning</li> <li>Forming a comprehensive national resilience plan</li> <li>Sharing best practice and insights outcomes from EV piloting and vehicle testing</li> </ul>	<ul style="list-style-type: none"> <li>Lobbying for central buy in and support from both the NPCC and PCCs</li> <li>Informing national policy changes and enablers</li> <li>Encouraging HMICFRS to consider decarbonisation on review agenda to achieve leadership buy-in</li> </ul>

A key aim of the workshop was to **explore the challenges** forces are facing and **identify opportunities for national coordination** and support mechanisms. Forces clearly indicated that they would like **national organisations to step in** and support them on the decarbonisation journey

# Measuring Progress Nationally

It was emphasised that, while data and targets were helpful to track progress and ensure accountability, **data should be used constructively to identify where specific forces needed additional support or funding, and to share best practice.**

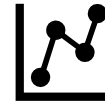
## Key observations:

- While it was acknowledged that the Home Office has a role to play in collating data, there was a **general reluctance to publicly share progress data**
- As **fleet decarbonisation will likely receive significantly more attention and investment over the next 24-36 months**, forces need to **demonstrate a plan and progress against that plan over time**
- By the end of the session, attendees emphasized the **importance of working together and supporting each other** to achieve shared outcomes

## Provisional models and tools

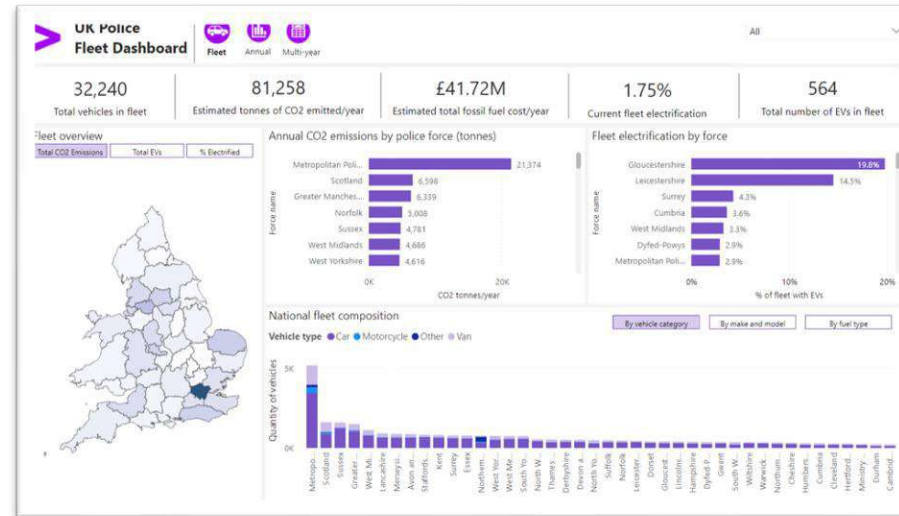


Attendees agreed that it is key for all forces to sign up to a standard metric reporting framework to ensure data consistency



While provisional models and tools exist, attendees agreed this is an asset to be procured and managed at a national level

## National Fleet Analytics Tool




A screenshot of the *National Fleet Analytics Tool*, a provisional tool developed by Accenture, to visualise fleet data.

This tool demonstrates how data from across UK forces can be combined, visualised, and used to inform key decisions and actions.

# Looking Forward – Building an NPCC led Toolkit

The development of a national toolkit would provide practical support. This toolkit would provide forces support through a blend of data modelling capabilities and bespoke operational policing guidance as well as helping to provide national constancy and interoperability

## Example national toolkit capabilities



**Fleet**




**Infrastructure**



**Finance**



**Technology**



**People**



**Sustainability**

<b>Ask</b>	Modelling the transition from ICE – EV through the ingestion of fleet data (telematics, operational use, etc)	Assessing the onsite infrastructure needs to support an EV fleet and the impact against the local force estate	Building a business case that can get the right buy-in from stakeholders at the right level	Identifying the technology solutions and data management requirements for an EV fleet	Supporting forces to embed culture change and introduce standardise training across policing	Creating achievable sustainability goals across all ESG areas to achieve policing and wider national targets
<b>Toolkit Capability</b>	<i>Fleet transition modelling tool</i>	<i>Infrastructure modelling tool</i>	<i>Business case development guidance and template</i>	<i>Technology and data management guidance</i>	<i>Training and culture change guidance</i>	<i>Setting sustainable targets guidance</i>

# Looking Forward – NPCC led National Coordination



Alongside the delivery of a national toolkit there are opportunities for the **NPCC, APCC, BlueLight** and other national organisations to **own the coordination** of specific activities that will **maximise the benefits of national coordination**.

## Benefits



### **Common understanding of decarbonisation criticality**

With Chiefs and PCCs understanding the importance of decarbonisation and the investment required, forces will have greater success in implementation



### **Sharing knowledge**

Working together allows forces to share knowledge, information and lessons learned, helping each other avoid common pitfalls on the electrification journey



### **Maximising investment potential**

Forces will benefit from shared infrastructure investment opportunities with other forces and public services to maximise the utilisation of each individual contribution



### **Coordinating resilience strategies**

Coordinating a single national resilience strategy will support in engaging the right stakeholders and have more effective implementation for policing as a whole



### **Informing changes to policing**

Collaborating to develop standards, strategies, and training that are suited to forces



### **Technical collaboration**

Collaborating technology solutions across other forces and emergency services may drive greater

## Actions

**Take a central role in promoting the importance of decarbonisation across Chiefs, PCCs and Home Office, lobbying for support for forces on this journey**

**Continue the conversations across impacted stakeholder groups (other blue light organisations, private sector, etc) to gather regular feedback on progress and share insights**

**Lead on liaising across policing, other public organisations and private companies to identify opportunities for shared infrastructure across national estates and public areas**

**Collaborate with policing and partner stakeholders to set specific guidelines for a resilience strategy that forces can implement individually and with other blue light organisations**

ity, coordination and information sharing

**Adapt existing and create new safety guidelines for forces, informed by changes to operational vehicle management for an EV fleet**

**Coordinate vehicle and infrastructure testing to inform forces on the best suited equipment to procure and ensure interoperability**

# Looking Forward – Funding The Transition



Workshop  
Feedback

## Key Funding Challenges

Themes  
(across all groups)

No allowance in **existing budgets or funding for the additional cost of zero emission vehicles** over current ICE options

No **additional budget or funding for the procurement and installation of EV chargepoints** – comments along the lines of it being akin to ‘*forces building their own petrol stations*’

Limited clarity and consensus across forces as to whether **budget for EV chargepoints should sit within Estates or Fleet**, with **department teams working in siloes**

Challenges making **fleet decarbonisation a financial priority** against other operational policing priorities amidst wider budget cuts

No continuity across forces – some are seeing **budget cuts to fleet**, others are not. Generally, **smaller forces receive less funding** in current funding allocation, making fleet decarbonisation more challenging

**Uncertainty** in a rapidly changing market where the speed of **technology development** makes forces nervous in making a decision on which technology/technologies to invest in



SME Ideas

## Key Funding Areas to Consider

1

**Changes to cost models:** making the move to Total Cost of Ownership/Whole Life Cost (TCO/WLC) models gives a more accurate picture of total vehicle costs including fuel, maintenance, repair, and downtime costs. These models can also be used on your existing petrol and diesel vehicles

2

**Changes to procurement models:** exploring whether leasing or buying of vehicles is preferential for an electric fleet, and the implication of this on force’s budgeting (CAPEX vs OPEX, assets vs liabilities)

3

**Seek clarity on expectations around infrastructure investment:** to provide the right level of support for forces, national organisations need to consider investment needs now to allow forces to start accessing investment over the next 12- 24 months, and where such investment sits (e.g. Estates vs Fleet or combined force effort)

4

**Exploring other funding mechanisms/changes to existing mechanisms for infrastructure funding:** as decarbonisation becomes more commonplace, there are funding mechanisms and grants that may be available to policing for financing infrastructure investment (e.g. carbon accounting methods)

*Funding requires careful planning, with an urgency to start planning from now to ensure investment is available to forces in the next 24-36 months as they start investing in their decarbonisation plans.*

# What's next for national organisations?

With change coming over the next three years, national organisations need to move now to support forces on their journeys

## PROVISION OF NATIONAL SUPPORT

National Policing organisations must make a decision now on how to support forces on their fleet decarbonisation journey

## DRIVE OPERATIONAL CHANGE

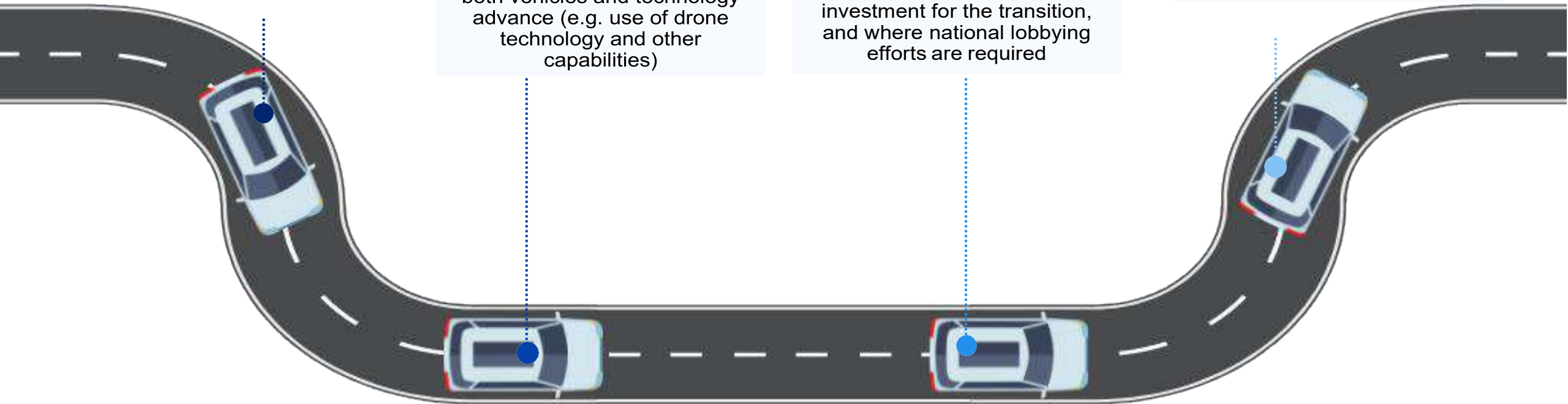
There is a need to support forces proactively looking at how the operational needs of policing will change and how they can be met in new ways as both vehicles and technology advance (e.g. use of drone technology and other capabilities)

## DEVELOP NEW FUNDING APPROACHES

An assessment will be required to inform where changes need to be made to funding models, policies or standards to allow forces to access affordable investment for the transition, and where national lobbying efforts are required

## ENABLE NATIONAL CO-ORDINATION

To ensure national co-ordination, interoperability and sharing of good practice, working groups with the right level of stakeholders and commitment will need to be mobilised over the next 3-6 months



# APPENDIX: Funding the transition (Workshop Responses)

Exploring common challenges

Respondents:

Urban  
group

Rural  
group

Mixed  
group

We asked discussion groups to respond to the question: “What are the challenges to understanding and acquiring finance for the transition?”

## KEY THEMES

- 1 Existing force budgets have not factored in the cost of decarbonisation.** Whilst forces may be able to accommodate the costs of the ICE – EV vehicle replacement, investing in the charging infrastructure that is required to support EVs is a significant cost, with forces unaware of funding opportunities for this infrastructure.
- 2 The number of unknown variables relating to the transition are hard to cost,** and as such, hard to form ‘a number’ for leadership to commit to in funding. Forces need support in assessing these unknown variables to help them understand transition costs, with a strong evidential basis in data (both that is available today, and that which we might need in the future)
- 3 Whilst sustainability is generally accepted to be important, both force and political leadership are yet to commit the funding** that is required to meet targets. With current cost-cutting measures and competing demands on force budgets, forces are finding that the funding for decarbonisation is deprioritised.

## DETAILED RESPONSES

### INPUT FROM URBAN FORCE RESPONDENTS:

- Understanding the resilience of public infrastructure that forces can rely on to minimise individual investment
- Several unknown variables (e.g. the appropriate infrastructure required) that are hard to assess
- Accelerated targets pushing decarbonisation without the funding available for implementation
- Budget cuts and implementation of cost-cutting measures
- Significant supply costs of infrastructure that will be needed to support EVs
- Modelling for future investment in technology developments
- Funding vehicle recovery, which may include joint funding with other partners

### INPUT FROM RURAL FORCE RESPONDENTS:

- Competing demands on forces and existing budgets
- Understanding specific force requirements to factor into accurate cost calculations
- Forces are not currently measured on fleet decarbonisation, which means it is lower on the financial priority list
- General agreement that sustainability is important, but it is not yet a specific priority
- Having the right evidence (data/telematics) to identify the costs of the transition
- Rural forces receive less funding than other areas under the current funding formula

### INPUT FROM MIXED RESPONDENTS:

- Fleet decarbonisation perceived as a ‘fleet problem’, but requires a wider force response
- Unknown variables are hard to cost (e.g. technology, infrastructure costs, energy capacity, etc.)
- Forces have different finance structures across fleet and estates
- Quantifying the future replacement costs and schedule for EV fleet
- Commitments needed from leadership at the appropriate level to fund the transition
- Forces are reactive and the transition requires proactive funding
- No national funding available to enable the transition and budgets for investment in decarbonisation do not currently exist





# Chief Constables' Council

## NPCC Criminal Justice Co-ordination Committee Update and National Charging Strategy

29 March 2023/ Regional – Session 1

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<b>Author:</b>	Kim Morris / Claire Bourne
<b>Force/Organisation:</b>	National Police Chiefs' Council / Metropolitan Police Service
<b>Date Created:</b>	April 2022
<b>Coordination Committee:</b>	Criminal Justice Co-ordination Committee
<b>Portfolio:</b>	Criminal Justice
<b>Attachments @ para</b>	App A and B
<b>Information Governance &amp; Security</b>	
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### 1. INTRODUCTION/PURPOSE

1.1. The purpose of this paper is to provide updates in respect of key issues currently under consideration within the thematic areas of the Criminal Justice Co-ordination Committee governance. Each of which have the potential to have a substantial impact on CJ related practices in the future.

<b>2.</b>	<b>Enforcement Portfolio –Bail</b>
2.1	<p><b>Operational Implementation</b></p> <p>On the 28<sup>th</sup> October 2023 changes to the Pre-Charge Bail legislation were enacted as part of the Police, Crime, Sentencing and Courts Act 2022.</p> <p>The changes introduced further safeguards for victims and removed the presumption that suspects are released from custody without bail.</p>



	<p>To support forces in preparing for the changes, the NPCC and College of Policing provided significant operational support:</p> <ul style="list-style-type: none"> <li>• Knowledge sharing events</li> <li>• Operational support packs</li> <li>• College MLE Learning products (NCALT)</li> <li>• Go-Live support provided by subject matter experts</li> </ul> <p>Operational implementation was successfully managed with no adverse reporting or issues raised by forces.</p> <p>It was anticipated that the use of Pre-Charge Bail would increase as opposed to releasing suspects under Released Under Investigation status.</p> <p>Feedback from several forces indicate increases in the use of Pre-Charge Bail.</p> <p><b>Statutory Pre-Charge Bail Guidance</b></p> <p>The College of Policing with the support of subject matter experts from Merseyside Police have prepared statutory guidance to support operational policing.</p> <p>The guidance has been authorised by the Home Secretary and will be laid in parliament prior to its formal release in the near future.</p> <p>The guidance will cement in legislation the operational advice previously provided to forces.</p>
2.2	<p><b>Annual Data Return</b></p> <p>In the 2022-23 return, it is mandatory to provide all data on pre-charge bail. This includes:</p> <ul style="list-style-type: none"> <li>• All instances of police bail that concluded in the financial year, where pre-charge bail began on, or after, the pre-charge bail reforms were introduced on 3 April 2017.</li> <li>• the pre-charge bail duration</li> <li>• the age, sex and ethnicity of the person bailed</li> <li>• all notifiable offence codes and offence group linked to the pre-charge bail record</li> <li>• the principal outcome of each notifiable offence</li> </ul> <p>In 2023-24 all data on pre-charge bail, RUI, voluntary attendance, and breaches of pre-charge bail conditions will be made mandatory.</p> <p>Forces are encouraged to ensure they are ready and prepared to support the ADR.</p> <p><b>PEEL Assessment Framework 2023 – 2025</b></p>
2.3	<p>HMICFRS will be assessing the following areas as part of their review of suspect management</p>

2.5	<ul style="list-style-type: none"> <li>• <i>Supervisors monitor use of pre-charge bail to make sure its safeguarding benefits are considered and that it is used in all appropriate cases.</i></li> <li>• <i>The force monitors its use of released under investigation or subject to voluntary attendance to make sure they are timely and appropriate. Use shows consideration of the impact on victim safeguarding</i></li> </ul> <p>The portfolio will work with HMICFRS to share best practice with forces.</p> <p><b>NEXT STEPS</b></p> <ol style="list-style-type: none"> <li>1. The portfolio will be conducting a 100-day review of the legislation impact. Forces will be requested to provide a snapshot of their use of Pre-Charge Bail and share operational learning. The portfolio will provide forces with an anonymised summary of the findings and details of best practice.</li> <li>2. Professor Anthea Hucklesby from University of Birmingham will be working with the portfolio to conduct formal research into the impact of the Pre-Charge Bail legislative changes.</li> <li>3. Working with the NPCC Charging and Case Progression Portfolio's, opportunities to expand the Red Exception category of the Digital Charging Model, to include Breaches of Pre-Charge Bail will be explored further with the Crown Prosecution Service.</li> </ol>
2.6	<p><b><u>Ministry of Justice Changes to Provision of Secure Accommodation</u></b></p> <p>This summary provides an update to you in my capacity as NPCC Lead for Bail on a change to the provision of community accommodation provided by His Majesties Prison and Probation Service (HMPPS) to enable the housing of suspects who are on court bail or prisoners who are on licenced release from prison. <b>Appendix attached.</b></p> <p>This provision known as the Community Accommodation Service (CAS2) replaced the former Bail Accommodation and Support Service (BASS) in October 2022 though it very much continues the ethos of providing accommodation in the community in a structured manner to support eligible offenders and defendants to remain in the community.</p> <p>A key part of the change from BASS to CAS2 is that this accommodation is provided by NACRO, a social justice charity which has over 50 years' experience supporting offenders. This change will mean.</p> <p>An increase in the capacity of this service to enable greater use of conditional court bail and release from prison under licence.</p> <p>This service will prevent unnecessary recalls to prison when offenders who are currently under supervision become homeless as more accommodation is available.</p> <p>This new provision will support the use of enhanced EMS tagging as part of bail or licence conditions.</p> <p>The accommodation will be provided through smaller housing units which accommodate between one and four residents at any one time.</p> <p>This will improve the chances for rehabilitation of offenders as they will remain in the community under supervision maintaining social links.</p> <p><b><u>Role and relationship with local police forces</u></b></p>

2.6.1	<p>NACRO and HMPPS are keen to ensure that these units operate in a smooth manner so that support can be delivered to the residents whilst minimising the impact on the local community. To that end and in a similar manner to the operation of the BASS contract, NACRO will notify the local force when they are seeking to take on a new property along with the relevant local authority. It will be for the force to assess the property in terms of its locality and factors which may pose a risk to residents or the community. Any view on its suitability based on their perceived risks, as set out in Section 2 of this agreement, will be considered. It is not for the local policing team to grant permission or be the final determinant. Each force is requested to identify a SPOC to NACRO and update them on changes in personnel.</p> <p>Once a property has been adopted and it is in use, local policing teams are encouraged to build relationships with NACRO service providers so that identified problems, be they with residents or the community, are swiftly dealt with.</p> <p>NACRO will inform local police forces of the details of the residents, and this will present a further opportunity for forces to highlight risks. Furthermore, NACRO request the local police teams inform them of any arrests of the residents or situations where entry has been made into one of the properties.</p>
<b>3.</b>	<b>Custody Portfolio</b>
3.1	<p><b>Op Safeguard:</b>  Operation Safeguard is the national contingency plan for police custody support to His Majesty's Prison and Probation Service (HMPPS), where the prison population is predicted to, or has exceeded capacity. NPCC Finance and HMPPS have agreed a cost recovery plan and will work with Force Chief Financial Officers to agree an appropriate reimbursement mechanism for forces.</p> <p>A National Silver Commander has been appointed, along with Bronze Commanders nominated by the Police Regional Mobilisation Lead for each of the 9 police regions.</p> <p>As of 06/02/2023 Operation Safeguard has formally been requested by HMPPS in the North of the country in the following regions:</p> <ul style="list-style-type: none"> <li>- <b>Central</b> – Staffordshire, Warwickshire, West Mercia and West Midlands</li> <li>- <b>North East</b> – Humberside, North Yorkshire, South Yorkshire, West Yorkshire, Cleveland, Durham and Northumbria</li> </ul>

3.2	<p>- <b>North West</b> – Cheshire, Cumbria, GMP, Lancashire, Merseyside and North Wales</p> <p>This formal request for activation means that Police have now entered the 14 day activation period to prepare for the arrival of Operation Safeguard prisoners; cell availability for HMPPS will be from 16:00 on 20<sup>th</sup> February 2023.</p> <p>All Regional Bronze Commanders are advised to contact <a href="mailto:npcc.opsafeguard@surrey.police.uk">npcc.opsafeguard@surrey.police.uk</a> and <a href="mailto:opsafeguard@npcc.police.uk">opsafeguard@npcc.police.uk</a> if there is any change to their cell availability.</p> <p><b>JiIP 5:</b></p> <p>The Joint Interim Interview Protocol (JIIP) was introduced in April 2020 as a temporary measure, in response to the COVID-19 pandemic. It allows interviews with suspects to be conducted remotely, via video or audio links, where the suspect has been fully informed and advised, and consents.</p> <p>Version 5 of the JiIP was published on 4<sup>th</sup> January 2023 and is effective from that date. Version 5 reflects the ending of COVID restrictions and supports the return of all parties to police stations: the default position is that defence representatives will now attend police interviews in person unless one of four exceptional circumstances apply. JiIP 5 also offers additional measures for the most vulnerable and for those who are accused of serious offences where remand may be sought from the outset.</p>
<b>4.</b>	<b>Courts Portfolio – Courts, Digital Case File and Video Enabled Policing</b>
4.1	<p><b>Common Platform (CP)</b></p> <p>The final roll out for 2022 took place in West Yorkshire at the start of November, over 76% of courts areas and the associated police forces are now working from Common Platform. The most recent roll outs to forces seem to have gone smoothly.</p> <p>10 forces still due to go live – BTP / MPS / Devon and Cornwall / Dorset / Gloucestershire / Lancashire / North Yorkshire / South Yorkshire / Leicestershire / Northamptonshire – the majority are expected to roll out by the end of March 2023 and an extension to the MPS go live date is anticipated.</p> <p>Three forces have highlighted concerns about transitioning to CP (Northants/Leicestershire/North Yorkshire) . HMCTS are working with those forces to give reassurance and permit them to go live.</p> <p>The Single Justice Process (SJP) remains live only in Hampshire, a paper has been sent to all forces outlining the next steps to achieving go live. It is anticipated that this will be live from April/May 2023.</p>

4.2	<p>Work continues to test and assure the scheduling and listing functionality within CP, which improves how courts can schedule cases. The independent assurance has been taken and the final report submitted to HMCTS and whilst it has raised a small number of points, it has not identified any issues with Common Platform that would affect the access/storage of data. The final paper and proposed action plan will be presented to the board in January, and they have assured stakeholders that comms will be disseminated that outlines the findings.</p> <p>Work continues to improve case at a glance, this is probably the biggest outstanding issue for police colleagues with many forces citing the impact that resulting crown court cases from it brings upon small and busy PNC teams. HMCTS have acknowledged this and hope that this work will be completed and in place by the end of January. The complexity of testing over 600 results and interdependencies mean HMCTS want to ensure that testing is 100% complete and accurate. Any issues would see referral back to developers. At this stage, all is positive.</p> <p>The courts have established a new feedback/support process which permit colleagues to submit issues and queries. They have established fixed response times and has been in place since the start of November.</p> <p><b>Strike Activity in HMCTS</b></p> <p>HMCTS are seeing a number of staged strikes by the Public and Commercial Services (PCS) Union from their Legal advisors and Court associates. The action in the main is in relation to the implementation of the common platform. Forces that are live with the Common Platform are/have been targeted from the beginning of December and over Christmas. We anticipate this will extend into the new year and to mitigate the courts have implemented their contingency plans. The courts portfolio has instigated a number of all force meetings both to appraise on the latest position/provide support where required and to gauge the effect on policing. We are also mindful of Operation Safeguard and continue to include the Silver lead ( Superintendent Michael Hodder) in the updates as we are mindful of the potential impact for Custody across policing.</p> <p><b>Court Portfolio Workshop</b></p> <p>The Courts Portfolio annual workshop will take place on Thursday 9<sup>th</sup> February.</p> <p><b>Crown Court Improvement Group (CCIG)</b></p> <p>The Portfolio is represented by ACC Gilmer and DCC Irvine and the group is focused on the below</p> <p><b>Access to Prisons -</b></p> <p>There are about 46% video utilisation at private prisons, which are operating at near full capacity, particularly in the North. This is having an impact on the production of prisoners at court and there has been a noteworthy increase in the number of licence recalls. Quite a lot of sentencing has been done on the low hanging fruit has contributed to population pressures. Disposal rates since Criminal Bar Action strikes have been good and we are disposing of more cases than thought was possible. This has produced a surge in the number of people</p>
4.3	
4.4	
4.4.1	

<p>4.4.2</p> <p>4.4.3</p>	<p>sentenced recently and should be noted that this will have had an impact in the creation of operation safeguard.</p> <p><b>Better use of the sending hearing to encourage early engagement and legal advice to defendants</b></p> <p>A sub-group, drawing together members of the Judiciary, CPS, HMCTS, MOJ, LAA and defence professionals, was formed to look at making better use of the sending hearing to improve engagement between the parties, identify issues and begin case management.</p> <p>The group identified that the purpose of the sending hearing should be to:</p> <ul style="list-style-type: none"> <li>• obtain confirmation that the IDPC has been served by the prosecutor.</li> <li>• establish who has ownership of the case from the prosecution and defence and exchange contact details.</li> <li>• facilitate and set out clear expectations regarding engagement between the prosecution and defence and between the defence and their client.</li> <li>• elicit a firm/unequivocal indication of any guilty plea.</li> <li>• ensure that the defendant understands that credit begins to reduce after the first hearing for any offence for which there is not an indication of a guilty plea.</li> <li>• facilitate identification of the issues and areas of agreement between the parties.</li> <li>• establish a timetable for the case to progress ahead of the PTPH with directions in accordance with the requirements of the Criminal Procedure Rules; and</li> <li>• ensure the BCM form is completed as comprehensively as possible in order to support case progression and assist all parties, particularly the Crown Court Judge.</li> </ul> <p>The group is now working with stakeholders in the criminal justice system to implement these improvements.</p> <p><b>Improving access for defence representatives to defendants held on remand</b></p> <p>HMPPS are working to facilitate better engagement with the court process by defendants and their representatives by maximising resources to increase the availability of video and face-to-face meeting slots for defence representatives at prisons.</p> <p>To do this, single points of contact at prisons for courts are being established and booking processes and availability for each individual prison will be made publicly available online. It is expected that this will be in place for the start of 2023.</p> <p><b>Engagement with judiciary to promote listings best practice and increase the efficiency of pre-trial hearings.</b></p>
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4.4.4	<p>Under the CCIG, a judicial sub-group has been established which is creating new BCM Guidance for the use of the Judiciary to improve case management. The objective of this is to lead to the reduction in the need for further pre-trial hearings so that the time of advocates and judges is better used. It will also address problems in the listing of trials, to better balance the need to ensure that listed cases proceed while at the same time having work available to be tried when other listed cases go short.</p> <p>The new Guidance will be released in January 2023 at which time any necessary supporting changes to Criminal Procedure Rules and Practice Directions will be identified and proposed to the Criminal Procedure Rules Committee and Senior Judiciary for consideration.</p> <p>While not the immediate focus, the sub-group will also be considering how technology can be further utilised where appropriate to facilitate remote hearings.</p> <p><b>Better use of pre-sentencing reports</b></p> <p>Following the completion of a pilot by the Probation Service at Bristol Crown Court, the Service will be rolling out a new national process for the provision of pre-sentencing reports in all guilty plea cases committed to the Crown Court. This is expected to lead to a reduction in the number of adjournments for sentencing and allow better management of probation resources by moving from a reactive to proactive model of production for pre-sentencing reports.</p>
4.4.5	<p><b>First hearing at the Magistrates' Courts</b></p> <p>A review of the better case management form ( BCM ) is underway and serves two purposes, it provided information to the Crown Court for PTPH, but when people filled it in properly it also meant proper engagement in the really early stage. The parties were almost forced to engage with each other in ways that they were not currently doing, and work continues to build this into the common platform. There is also a collective re-launch of Transforming Summary justice (TSJ) that will look at bring listing times back into the prescribed timescales and effective case management.</p>
4.4.6	<p><b>Listing</b></p> <p>A revised BCM handbook is being created and will be publicly announced in January. This will primarily aim at reigniting effective engagement with advocates in order to change the culture and drive effective PTPH hearings. A guide to listings best practice has been drafted and is being distributed to the judges for consideration for use in their individual court houses.</p>

4.4.7	
5.	<b>Prosecutions Portfolio – Case Progression and Disclosure</b>
5.1	<p>There is some good news in that performance in both police and CPS not guilty pleas were improving. It was reported that 58% is the best performance in over 12 months. Average file compliance was 57% and it was agreed that this was not good enough. To address this, the CPS and the Police, led by the National Police Chiefs' Council implemented a DGA (File Quality) Framework in October 2021. The framework has been supported by visits to forces where performance needs to be improved along with NPPC Roadshows with a focus on investigative standards; Bail Act amendments and operational impacts; and the new amended redaction guidelines.</p>
5.5.2	<p><b>File Standards have reached a new high national average:</b></p> <p>Police 60.10%, CPS 67.20% and Domestic Abuse 60.4%, DCC Irvine noted of all the hard work undertaken to achieve this level of compliance, further work is ongoing to support forces below the national average and improve compliance where necessary.</p>
6.	<b>Victims and Witness Portfolio – Victims' Code and National Language Services</b>
6.1	<p>National Language Services – advert live on Chiefs Net for new Portfolio Lead.</p> <p><b><u>Victim and Witness</u></b></p>
6.2	<p><b><u>Special Measures – Section 28 Rollout &amp; Youth Test</u></b></p>
6.2.1	<ul style="list-style-type: none"> <li>• The phased national rollout of Section 28 (pre-recorded cross examination) to victims of sexual and modern slavery offences commenced on 31<sup>st</sup> March 2022 with all Crown Courts now enabled.</li> <li>• Work continues in conjunction with related NPCC portfolios, Home Office and MoJ on feasibility of affording DA victim's access to S28 in the Crown Courts.</li> <li>• We had been pressing MoJ for some time to explore the potential to decouple the requirement for a s27 in order to qualify for s28. Prior to summer recess this was obtained and MoJ legal advisers have suggested this could be possible</li> <li>• Following a period of political instability resulting in changes to ministerial portfolios, the MoJ have put advice to Ministers recommending any further rollout of s28 is paused until the evaluation of the current rollout</li> </ul>

<p>6.2.2</p>	<p>is complete. At time of writing MoJ are awaiting confirmation the advice is accepted. Evaluation of the recent rollout for Modern Slavery and RASSO victims is expected in the Spring.</p> <ul style="list-style-type: none"> <li>• HMCTS and the judiciary have been keen to test s28 in the Youth Court. The Youth Test commenced at the end of September in Leeds Magistrates with the support of West Yorkshire Police. It is anticipated the volume of applicable cases will be low.</li> </ul> <p><b><u>Special Measures – Registered Intermediaries</u></b></p> <ul style="list-style-type: none"> <li>• **S23**</li> <li>• **S23**</li> <li>• **S23**</li> </ul>
<p>6.2.3</p>	<p><b><u>Victims’ Code and Victims’ Bill</u></b></p> <ul style="list-style-type: none"> <li>• The policing response to the Victims’ Bill consultation was submitted to the Ministry of Justice following endorsement at the Criminal Justice Co-ordination Committee and the portfolio continues to work with both Home Office and Ministry of Justice on potential policy options.</li> <li>• The Justice Select Committee (JSC) published their report following pre-legislative scrutiny of the Victims Bill on 30<sup>th</sup> September setting out a number of recommendations for the Ministry of Justice to consider.</li> <li>• In order to assist the Bill’s passage through parliament, Ministry of Justice are drafting potential amendments to the Victims’ Code which will; rectify issues with existing Code; incorporate consultation on the Victims’ Bill and take account of recommendation from the JSC. Important to note that any changes to the Victims’ Code will only come into effect following public consultation after Bill’s passage through Parliament.</li> <li>• We continue to work with the MoJ to agree a set of metrics which will enable forces to monitor compliance with the Victims Code and with the Home Office on a national victim satisfaction survey.</li> </ul> <p><b><u>Optimum Model to Deliver Code Rights</u></b></p> <ul style="list-style-type: none"> <li>• A project has been initiated to determine whether there is an optimum policing model to enable forces to deliver Victim Code Rights</li> <li>• Visits to forces with differing models have taken place</li> <li>• A national witness care working group has been convened</li> </ul>

6.2.4	<ul style="list-style-type: none"> <li>Options of delivery are being developed to be shared spring/summer</li> </ul> <p><b><u>Probation Victim Contact Scheme (VCS) extension to Stalking/Harassment Victims</u></b></p> <ul style="list-style-type: none"> <li>Portfolio has endorsed national rollout of an extension to the existing VCS</li> <li>Witness Care Units will now be able to refer victims of specified stalking/harassment offences whose offender receives less than 12 months into the Probation Victim Notification Scheme. Stalking/Harassment victims who opt to be a part of the victim notification scheme will receive information about the offender’s sentence and be notified of their release.</li> <li>Piloted in 5 probation areas, the uptake from stalking/harassment victims was approximately 70% and feedback received from participating Witness Care Units was positive.</li> </ul>
6.2.5	<ul style="list-style-type: none"> <li>A joint protocol for sharing victim data and a referral form have been agreed and shared.</li> </ul>
6.2.6	<p><b><u>Police Victim Right to Review Scheme</u></b></p> <ul style="list-style-type: none"> <li>The Police Victim Right to Review Scheme was introduced in 2015 following the adoption of the EU directive on victims – latest refresh of the guidelines was in 2017</li> <li>A working group was established (led by Merseyside Police) which identified amendments that would enhance the understanding and transparency of the guidance and improve consistency across the 43 forces. The guidance will: <ul style="list-style-type: none"> <li>Broaden the support to victims of road traffic collisions who suffer life changing injuries as per the below definition: - <ul style="list-style-type: none"> <li>“The injured person is not able to lead an independent life. This would include loss of limbs (not fingers), severe head injuries with a loss of cognitive ability and full or partial paralysis”</li> <li>The roads policing portfolio anticipate across the UK there are between 3000-4000 road traffic collisions which result in life changing injuries. This would be approximately 6-9 additional VRRs per force if all of the victims in these cases requested a review which is unlikely.</li> </ul> </li> <li>Make clear forces can accept applications submitted by third party representatives such as those supporting victims of crime and;</li> <li>Recommend forces consider an appeals process.</li> </ul> </li> <li>Guidelines will be published in due course.</li> </ul>
7	<p><b>Outcomes (Previously known as Disposals thematic area) –</b></p>

	<b>Charging and Out of Court Disposals</b>
7.1	OoCD – No updates on this occasion.
	<b><u>Charging</u></b>
7.2	<b>National Charging Strategy</b>
7.2.1	The NPCC National Charging Strategy 2022-2027 (as attached) this provides the framework for the portfolio for the next 5 years and the vision we endeavour to achieve and deliver on behalf of policing within the charging portfolio boundaries.
	The strategy has been signed off by the criminal justice co-ordination committee and is presented to chiefs council – see attached.
	<b>Stage 1 Charging Model SLA - Update</b>
	In September 2022, Merseyside and Cheshire along with Wales went live with the Stage 1 of the SLA and have been reporting back their successes through regular Local Implementation Meetings in addition to the charging dashboard.
	However, significant IT risks in the form of 'false red' cases has delayed implementation of other areas going live with Stage 1 of the SLA. The charging portfolio commissioned a false red guidance video which shows officers how to mitigate the issue manually and this has been disseminated nationally for forces to understand this risk before going live and put plans in place in anticipation for going live.
7.2.2	An options paper will be submitted to the joint charging transformation board in January 2023 to discuss options around going live nationally whilst this issue is ongoing and mitigation continues. It is anticipated from this a clear implementation plan for the stage 1 charging model for all forces and CPS areas will be identified.
	Updates will follow on directly to forces.
	There will be a 12 week lead in time to the charging model going live to ensure forces and CPS are prepared. A handbook and training aides are being developed jointly to assist in this process. All forces need to ensure they have designated SPOCS within Criminal Justice identified ahead of the roll out and who will engage in the local implementation meetings.
	<b>Ministerial Round Table</b>
	In December 2022 the charging portfolio was present at a meeting with the policing minister and during this CC Dean raised division of charging on behalf of policing as well as medium risk DA dispensation in OoCD within the new Tier 2 framework. Following on from this meeting implementation of the Stage 1 Charging Model roll out is being prioritised and other workstreams will continue to be explored including red exception work, division of charging and medium risk DA as an OoCD option is being reviewed.
7.3	

<b>8</b>	<b>AOB</b>
8.1	The incumbent chair, AC Ephgrave, is due to retire on 31 <sup>st</sup> March 2023. An active recruitment process is underway for a replacement Chair, further details can be obtained via NPCC



## **PROTOCOL**

**between**

**Her Majesty's Prison and Probation Service (HMPPS)  
and  
National Police Chiefs' Council (NPCC)**

**Community Accommodation Service (Tier 2) – CAS2**

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**Date of Commencement of protocol**

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## **Purpose**

The purpose of this protocol is to inform and agree the ways of working between Her Majesty's Prison and Probation Service (HMPPS), Community Accommodation Service (CAS2) and Police Forces throughout England and Wales.

## **Scope**

The protocol covers:

1. Consultation with the police regarding the siting of properties for CAS2;
2. Information exchange and management between HMPPS, the CAS2 Contractor and the police;
3. Breach and enforcement processes;
4. Safeguarding vulnerable children and adults; and
5. Escalation procedures

It is expected that police forces will develop their own operational procedures for the management of the protocol and relations with the CAS2 Contractor ('**Nacro**'), and other local CAS2 stakeholders within their force area.

## **Date of commencement of protocol**

1 October 2022

## 1. INTRODUCTION TO CAS2

The Community Accommodation Service Tier 2 (CAS2) is the new name for the Bail, Accommodation and Support Service (BASS). The purpose of CAS-2 is to continue to the existing BASS service of mitigating any unnecessary custodial detention and deliver private rented accommodation for those offenders and defendants who should in any event be living in the community on bail or released on Home Detention Curfew (HDC). The accommodation is provided with a range of visiting support services.

The service allows the courts and prison governors to make greater use of Conditional Bail, HDC. Alternative to Custodial Recall (ATCR), Homeless at prison conditional release date<sup>1\*</sup> (HCRD).

The CAS2 service builds upon this further by offering a pathway to other accommodation services for those who may progress from Approved Premises (excluding sex offenders), and in the future, potentially to Courts to form part of a community disposal e.g., Community Orders / Suspended Sentence Orders:

- a) offenders who are eligible for release on Home Detention Curfew whom governors may agree to release if provided with suitable accommodation and/or support (**Core**);
- b) defendants appearing in court whom the courts would remand in custody unless they are provided with suitable accommodation and/ or support (**Core**);
- c) offenders who are due to be released from prison on licence who do not have suitable accommodation upon release and are subject to licence conditions (**HRC**);
- d) offenders who face recall to custody due to the loss of suitable accommodation who are subject to supervision by probation (**ATCR**) (**Core**); and
- e) individuals referred from Approved Premises.

A benefit of CAS2 accommodation is the additional support services provided by the contractor, which help People in CAS2 to:

- i. comply with the conditions of their bail or licence;
- ii. develop their life and social skills, for example money management or time management;
- iii. access specialist services within the community, for example drugs and health support services; and
- iv. live in supported accommodation in a responsible manner.

Services users living in CAS2 accommodation, in addition to the conditions of their bail or licence will be subject to an Accommodation Agreement which will outline their responsibilities in relation to living in the property. Bail and HDC conditions will include a condition of residence in the property and bail will also require compliance with the rules of the service.

As with all prisoners released subject HDC, all are subject to an electronic tagging requirement for the duration of the curfew. Those released on bail may be subject to a bail curfew with electronic monitoring at the court's discretion.

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<sup>1</sup> Represents non-Core eligibility and therefore subject HMPPS discretion to its use

## **The Contractor**

CAS2 is delivered under contract on behalf of the MoJ by Nacro, a national social justice charity with more than 50 years' experience of changing lives, building stronger communities, and reducing crime. In 2021/22, it helped more than 30,000 people. Nacro is also a Registered Social Housing Provider delivering accommodation and support through contracted and non-contracted services in over 90 local authority areas to over 2,000 individuals and households. Nacro delivered the BASS Contract from 2018 to 2022.

## **Referral and risk assessment**

Referrals to the service are made by prison or probation staff based in prisons and courts.

As with all HDC releases, assessment of risk for HDC releases to CAS2 is the responsibility of the Prison Governor. The Governor must have a home probation report about the proposed curfew address dealing with its suitability and whether it raises issues or concerns for victims. As for any other bail case, the assessment of risk for releases on bail is the responsibility of the court. Community Order suitability is assessed at court. HCRD offenders are due for release on licence or have already been released into the community on a licence set by the prison governor.

In addition, Nacro, will undertake its own risk assessment to identify, assess and manage acceptable risk and reject applications which Nacro, considers inappropriate.

Risk is expected to be managed and reviewed on an ongoing basis together with the Community Probation Practitioner, where one is allocated.

## **Eligibility Criteria**

The service is available to adult offenders and defendants, 18 years and over.

Offenders or defendants will be ineligible to be placed in CAS2 if they:

- i. have a conviction, caution, are on police bail in connection with enquiries into or current allegation of a sexual offence as mentioned in Schedule 3 of the Sexual Offences Act 2003;
- ii. are currently assessed by OASys (or other Authority Approved Risk Management system) to pose a High or Very High risk of harm; or
- iii. are assessed as posing an unacceptable risk to: -
  - Nacro, their property or staff,
  - other residents of the property,
  - the People in CAS2,
  - neighbours; or
  - any other person

Foreign nationals are eligible to receive the service subject to: -

- not being in breach of immigration laws except if they have overstayed an approved period of leave to enter or remain in the UK:

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- sufficient information being available to establish eligibility and to enable Nacro to reach an assessment of risk; and
- having funds to enable them to pay accommodation charges or being able to claim Housing Benefit.

### **Accommodation**

Each CAS2 property provides accommodation for between one and four people. Houses are single gender and parents with children can be accommodated in dedicated properties. People are accommodated on a “close to home” principle and subject to availability. There will be instances where a court or prison requests an out of home area placement.

Properties are provided by Nacro either from their own stock or leased from other providers. Housing is required to meet all legal requirements and furnishing, and maintenance standards specified by HMPPS.

Nacro is required to liaise with the local Police, Local Authority and Probation service in relation to the siting of properties (See Section 2).

### **Enforcement**

The enforcement process is specific to the category of eligibility: Bail, ATCR, HDC, standard licence or Community Order.

**Bail** - Bailees should have a condition ‘to live and sleep at the property and to comply with the conditions of CAS2’. The ‘conditions of CAS2’ are:

- attendance at mandatory support sessions;
- payment of accommodation charge (for those in CAS2 accommodation); and
- compliance with the rules of behaviour.

Breach action may be taken for failure to arrive or reside at the property, failure to attend the mandatory support sessions, failure to pay the accommodation charge or failure to comply with the rules of behaviour by withdrawing the accommodation and placing the bailee in breach of their order. Such instances will be notified to the police via a Section 9 witness statement with an expectation that this Person in CAS2 will be returned to court.

Evidence of a violation of any other bail condition will be notified to the police as appropriate.

For those living in CAS2 accommodation, failure to pay rent or comply with the rules of behaviour will invariably lead to loss of the CAS2 placement. Other breaches may permit the continuation of the CAS2 placement.

**ATCR / HCRD / HDC** - See Section 4 for further details.

## **Move on**

CAS2 placements can last from between a few days to many months depending on the length of bail, requirement, or HDC licence. The average length of stay is about ten weeks. At the end of the placement ideally people in CAS2 may move to:

- their own home:
- accommodation which has been gained through the support of Nacro or HMPPS:
- specialist accommodation:
- emergency accommodation; or
- custody, either due to breach or recall, or sentencing at the end of the bail period.

## **2. CONSULTATION ON PROPERTIES**

Nacro is required to liaise with the Police, Local Authority and Probation regarding any new properties which are proposed to be used for CAS2. Whilst the views of all stakeholders will be considered, the police play a significant role in supporting the aims of this service in the assessment of the suitability of new properties.

The consultation will be in two stages:

### **i. Phase one - Consultation prior to property search**

Nacro will liaise with the police (and with local authorities and probation) in those police force areas where Her Majesty's Prison and Probation Service (HMPPS) has identified a need for new accommodation for CAS2. Nacro will do this as soon as possible, and in any event no less than 20 days before the selection of CAS2 properties to ensure that they are sited in appropriate locations, and to ensure the police can give due process to the principles of the issue.

Before sourcing any new property, Nacro will send a standard introductory letter (if a new area) to the senior stakeholder contact and an update letter (if an area with existing property) to their designated Single Point of Contact (SPOC). The senior stakeholders are:

- Police – Chief Constable (and Borough Commanders in London);
- Local Authority – Chief Executive, Head of Community Safety and the Strategic Head of Housing; and
- The Probation Service – Accommodation lead in each division

Nacro will offer to provide a briefing about CAS2 to key stakeholders (Police, LA, and Probation). This will afford an opportunity to establish initial contact as the first step in the property search and to identify and agree any areas to avoid. Nacro will also seek to establish contact arrangements with the designated SPOC to facilitate a timely response to consultation or any concerns.

Local police might take into consideration several factors when determining appropriate areas for the siting of property, including:

- local crime statistics;
- the Vulnerable Localities Index;

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- mapping concentrations of supported housing projects;
- community tension;
- planned or ongoing police operations; and
- local knowledge.

This is not intended to be a way of excluding CAS2 from an entire authority on principle.

Nacro will be mindful of the advice and information given by key stakeholders and will respect the need to avoid properties being too close together or in areas where the police and the local authority are concerned about the over-use of accommodation for similar purposes.

Nacro will confirm all consultation by e-mail to ensure clear audit trails and will request confirmation of receipt. All communications generated by this process will be stored with full auditable and supporting records.

Each police force is asked to identify a single point of contact (SPOC) who will be the first and authoritative person for handling CAS2 issues. The police will determine how this role should be allocated.

Nacro will advise the police (and other stakeholders) of who their designated Single Point of Contact (SPOC) shall be and shall keep them up-dated in the event of a change of personnel. Relationships and review of areas should be maintained over the life of the CAS2 contract.

### ii. Phase two - comment on proposed address

- a. Nacro, will identify potential properties within the areas identified in Phase “i” as above.
- b. Nacro CAS2 supplier will make an enquiry by email with details of the proposed addresses to the identified SPOC, (as designated during Phase one) including;
  - property number;
  - postcode; and
  - number of bedrooms to be used.
- c. Due to the significant pressures of demand for properties within the housing market, the designated police contact will acknowledge receipt of the request by return.
- d. The designated police contact should respond to the person making the enquiry within 5 **working days** of receipt of the enquiry. The response should contain:
  - a clear statement highlighting concerns regarding the proposed property if any; and
  - where there are such concerns and assessment of risk to both the local community and the proposed residents should be undertaken based on an Impact vs Likelihood – High, Medium, or low rating using the metric below:

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Likely to occur	MEDIUM risk	HIGH risk	HIGH risk
Possible / Moderate likelihood	LOW risk	MEDIUM risk	HIGH risk
Unlikely to occur	LOW risk	LOW risk	MEDIUM risk
	Minimal harm / Minor Impact	Harmful / Moderate Impact	Extremely harmful / Major Impact

- Factors that will influence this assessment will include but not be limited to:
  - Local crime statistics but not to the result of ruling out an entire locality;
  - Vulnerable or target premises in that immediate locality;
  - the Vulnerable Localities Index;
  - mapping concentrations of supported housing projects;
  - community tension;
  - planned or ongoing police operations; and
  - local knowledge.
- The nature of the concerns, including any information or intelligence relating to the ownership of a property which might bring the CAS2 scheme into disrepute or have sensitivities for HMPPS.

Within **10 working days** of the response Nacro will confirm whether procurement of the property is to be pursued or not.

Nacro will provide to the police with **10 working days'** notice, the 'go live' date of any new property. When property is acquired for use by CAS2 the SPOC will ensure the property details are 'tagged' on the local intelligence system with the service Nacro details.

Should Nacro be unable to identify any suitable properties in the approved areas a request may be made by Nacro to revisit the first stage of the consultation process. This meeting should take place within **15 working days** of receipt of the request.

### **3. INFORMATION SHARING**

Nacro and the police will share any information relevant to the implementation of this protocol, including details of:

- contacts from both agencies;
- acquired properties;

## OFFICIAL SENSITIVE

- details of People in CAS2 (which would in any event be advised by the court/prison);
- breaches and concerns; and
- Freedom of Information requests.

All People in CAS2 sign a Consent for Disclosure form when being referred to CAS2.

Nacro will provide a Central-Point of Contact in addition to any local contact arrangements that are established.

### **Suitability of Contractor**

Nacro is providing CAS2 under contract to the Ministry of Justice (**MoJ**) and is bound by conditions requiring:

- suitability of staff including acceptable Disclosure and Barring Service and Basic Disclosure checks;
- management of information in line with government security requirements; and
- observation of standards of confidentiality outlined by HMPPS.

Nacro staff are provided with all relevant information regarding an applicant or Person in CAS2 to enable them to assess and manage risks presented by People in CAS2. Nacro staff are supplied with lone worker devices for all house visits.

As such MoJ view Nacro as a suitable organisation for the sharing, management, and processing of sensitive information.

### **Sharing of information**

People on CAS2 live in the properties under the conditions of their bail, licence, HDC licence or other order in the same way as they would be, if they were living in their own accommodation. As such it is not appropriate to share information with other agencies other than under specific conditions:

- i. the Person on CAS2 consents to the sharing of specific information: or
- ii. without the prior consent or knowledge of the individual concerned:
  - to comply with the Crime and Disorder Act 1998 <sup>2</sup>
  - for the purpose of the prevention or detection of a crime.

Information on addresses is held confidentially by both parties to respect the privacy of people on CAS2 and to minimise the risk of vigilantism and public disorder. The parties to this agreement confirm that their processing of information and data complies with the requirements of the Data Protection Act 2018.

**Note:** The Ministry of Justice does not release CAS2 addresses under the FOIA, Exemption Section 38 (a) & (b): information is exempt if it would or would be likely to

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<sup>2</sup> The Crime and Disorder Act 1998 enables a person to disclose information to a 'relevant authority' or a person acting on the authority's behalf if it is necessary or expedient for the purposes of any provision of the act. Relevant authorities are the Police, Local Authorities, Probation and Health authorities. The purpose of the Act is to enact provisions to prevent crime and disorder.

## OFFICIAL SENSITIVE

endanger the physical or mental health or safety of any individual. Exemption 40 (Personal Data) has been invoked by some police forces.

In addition to the information forwarded to the police from the Courts and from prisons, certain basic information will be shared with the SPOC on receptions into the property via weekly updates. This will include:

- full name;
- date of birth;
- gender;
- basis of placement i.e., bail, HDC or community order;
- date of commencement and end of placement (if known);
- any children placed in the property; and
- any significant risks presented to or by the People in CAS2.

The police will share any concerns regarding the placement for consideration by Nacro in relation to the management of the placement. This process is not intended to affect bail or HDC decisions as these are the responsibility of the court or prison governor to whom the police should make any such representations through normal channels.

Any information necessary to prevent crime or disorder or in relation to a breach of court bail or licence conditions may be shared with the police as appropriate at any time. Nacro will not routinely share information which would normally be expected to be provided by the courts or Crown Prosecution Service.

The police will alert the Nacro SPOC to any information which presents a significant risk to the People in CAS2 or any other person as appropriate. The police will also inform Nacro SPOC (wherever practicable) of occasions when a Person in CAS2 has been arrested for breach of bail / licence or for further offending.

Local schemes for the secure sharing of information will be developed and all information requested and / or shared with the police will be recorded by Nacro. This will include arrangements for emergency response and internally, arrangements for the sharing and storing of information by the police force in question.

## Media Handling

Where at all possible, the parties will consult each other and the Ministry of Justice (HMPPS) before initiating or responding to any media coverage of the service.

The contacts for the handling of media enquiries are:

Ministry of Justice:	Press Office	020 33 34 3530
	Out of hours	07659 173 270
Nacro:	Media Office (at all times)	07881 625 474

## 4. BREACH AND ENFORCEMENT

Nacro will take the following action after violations of conditions or licences by people in CAS2:

### i) Breach of Court Bail conditions

Only the court can determine a breach, however, the CAS2 contractor has a duty to report any breach of conditions that it may observe.

- a) Reside and sleep at [CAS2 or other address].

If the Person in CAS2 fails to arrive at the CAS2 (or other) address or if the person in CAS2 later fails to reside there, a Section 9 Witness Statement will be forwarded to the police for action.

- b) Comply with the Conditions of CAS2 (attend mandatory support sessions).

If the person in CAS2 fails to attend 2 mandatory support sessions in a rolling 21-day period, breach action will be taken. A Section 9 Witness Statement will be forwarded to the police for action.

- c) Comply with the Conditions of CAS2 (adhere to Accommodation Agreement).

If the person in CAS2 fails to keep to the conditions of their Accommodation Agreement (through non-payment of accommodation charge or non-compliance with rules of behaviour), and Nacro wishes to terminate the placement breach action will be taken. A Section 9 Witness Statement will be forwarded to the police for action. This does not prohibit the Person in CAS2 being re-bailed by the court to alternative accommodation.

- d) Electronic monitoring

If the Person in CAS2 breaches the tagging requirement it is for the electronic monitoring contractor to take the appropriate action.

- e) Other Bail conditions

If Nacro becomes aware of the breach of any other bail condition they will report the matter to the police and if appropriate will complete a Section 9 Witness Statement.

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Following formal enforcement action, Nacro may be prepared to readmit the Person in CAS2 to CAS2 if appropriate subject to the decision of the court. In other cases, the CAS2 contractor has the right to terminate the placement. Nacro will make this clear to the police at the point of issuing the witness statement.

In all cases Nacro will notify the Community Probation Practitioner where there is one.

### **ii) Breach of general licence or the HDC licence**

#### **a) Conditions of CAS2**

If the Person in CAS2 breaches the CAS2 conditions Nacro will notify the Electronic Monitoring Contractor and the Community Probation Practitioner (CPP) who to decide on possible recall to prison.

If a general licence case has moved from licence to Post Sentence Supervision, the Community Probation Practitioner may defer the matter to the court.

The police are not involved at this stage unless there is an acute safety issue or if a recall is authorised.

#### **b) Electronic monitoring**

If the person in CAS2 breaches the tagging requirement the electronic monitoring contractor will take the appropriate action.

### **iii) Breach of an Intensive Community Order with Residence Requirement**

#### **a) Conditions of CAS2**

If the Person in CAS2 breaches the CAS2 conditions Nacro will notify the Community Probation Practitioner who will take appropriate enforcement action.

### **iv) Domestic Violence**

If the person in CAS2 has a current allegation or conviction in relation to domestic abuse and Nacro has concerns about behaviour or the Person in CAS2 fails to arrive or reside at the property; they will alert the local Domestic Violence Unit by means of a risk alert. This may be followed by a Section 9 Witness Statement.

### **v) Section 9 Witness Statements**

In providing a Section 9 Witness Statement (or equivalent), Nacro will provide supporting evidence in relation to the alleged violation. Nacro and the local police SPOC may develop an agreement on the nature and extent of information required to reasonably progress a Section 9 Witness Statement (or equivalent).

When placed, all People in CAS2 in CAS2 are subject to a bail order, licence, HDC licence or residence requirement. At the end of a bail or HDC placement there is a seven-day transitional period available to support 'move on' when the people in CAS2 subject to Bail, may not be subject to any formal condition.

Should Nacro have evidence of breach of a legally enforceable condition they will report it to the police using a Section 9 Witness Statement where appropriate. This statement will be transmitted to the police in the format and to the contact point(s)

## OFFICIAL SENSITIVE

identified in the local arrangements. Preferred practice is to visit the police station to complete the Section 9 Witness Statement with a copy being retained by Nacro.

The police should be informed as to whether Nacro is concerned for the safety of any person or property or whether they feel the Person in CAS2 poses a risk of absconding. This is likely to determine the response time of the police. Should the Person in CAS2's behaviour poses an immediate threat to themselves, to any other person or of significant damage to property, the local police should be informed immediately.

The police and Nacro will monitor compliance with the breach protocol on at least an annual basis.

### **5. ENTRY INTO PROPERTY**

In terms of entry to properties, it is recognised that on occasions an immediate response and entry will be required by police to prevent and detect crime and protect life and property. Similarly, due to the nature of certain investigations, notification to the Nacro may be delayed.

If, under these circumstances, it is not appropriate or not possible to affect a planned entry involving Nacro, the police shall inform the Nacro Central point of contact within 2 hours of entry.

However, generally, where there is a need to enter premises all efforts should be made to arrange a planned entry with Nacro. who will provide the police with information regarding the layout of the property, the likely location of any specific person and any relevant details regarding other people in CAS2. This may be done through the Nacro Central point of contact. Nacro will also attend to enable access to property but it may be possible to provide entry by the supply of key and room codes directly.

### **6. SAFEGUARDING VULNERABLE ADULTS AND CHILDREN**

Nacro is required to ensure that the safety and wellbeing of any vulnerable person associated with a CAS2 placement is safeguarded. This includes Nacro ensuring, as far as they are able, that:

- no child under the age of 18 years is living at or visiting the property – other than for an agreed child living in a property dedicated to the use of that family;
- no vulnerable adult, for example a partner in a domestic violence situation is visiting or staying at the property; or
- any vulnerable Service User is protected from bullying or any form of abuse.

Nacro is required to establish arrangements with local safeguarding children and vulnerable adults' processes. Nacro and the police will share information in whatever form to ensure that the welfare of children and vulnerable people is safeguarded.

#### **1. ESCALATION PROCEDURE**

- i. Any issue which cannot be resolved locally will be elevated to the police identified SPOC and the Nacro Service Manager.
- ii. The Nacro Service Manager will escalate any issues that still fail to be resolved to the Nacro Regional Manager. The police will elevate the issue to the senior officer identified in the local arrangements document.

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- iii. The Police and/or Nacro will escalate any unresolved operational or policy issues, including objections to proposed properties, to the HMPPS Senior Community Manager or their representative to be resolved expeditiously.

Any contractual or performance concerns or issues should be reported to the Authority CAS2 Senior Contracts Manager.

### **8. CONTACTS**

The contacts outlined below represent the national contacts in relation to this protocol. Local contacts should be established and maintained as part of a local arrangements document.

#### **National Police Chiefs' Council**

ACC Jonathan Roy

Assistant Chief Constable, Merseyside Police

Office: E-Mail: [Jonathan.R.Roy@merseyside.police.uk](mailto:Jonathan.R.Roy@merseyside.police.uk)

#### **Her Majesty's Prison and Probation Service (HMPPS), Ministry of Justice**

David Scott, Head of CAS2

Mobile: 07976 633860

Email: [david.scott1@justice.gov.uk](mailto:david.scott1@justice.gov.uk) (secure)

#### **Service Contractor - Nacro**

Jolan Gergely, Head of CAS-2

Mobile 07483 030249

e-mail [Jolan.gergely@nacrobass.org.uk](mailto:Jolan.gergely@nacrobass.org.uk) (from 1 Oct, [Jolan.gergely@nacrocas2.org.uk](mailto:Jolan.gergely@nacrocas2.org.uk))

#### **Nacro Central point of Contact**

Tel: 0300 123 1889

**9. SIGNATORIES TO PROTOCOL**

The CAS2 protocol is a framework for the development of good practice between the National Police Chiefs Council, Her Majesty's Prison and Probation Service and Nacro. The protocol has been agreed by:

**National Police Chiefs Council**

**Jonathan Roy  
Assistant Chief Constable  
Merseyside Police**

**Date:**

**Her Majesty's Prison and Probation Service**

**Manjinder Purewal  
Senior Responsible Officer**

**Date:**

**BASS supplier - Nacro**

**Date:**

# Chief Constables' Council

## National Cyber Security Incident Response Strategy

29 March 2023 / Agenda Item: Regional – Session 1

<b>Security Classification</b>	
NPCC Policy: Documents <u>cannot</u> be accepted or ratified without a security classification (Protective Marking may assist in assessing whether exemptions to FOIA <u>may</u> apply):	
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<b>Author:</b>	AC Pete O'Doherty / T/D.Supt Jon Witt
<b>Force/Organisation:</b>	City of London Police / Police Digital Service
<b>Date Created:</b>	09/02/2023
<b>Coordination Committee:</b>	DDaTCC
<b>Portfolio:</b>	Police Information Assurance Board (PIAB)
<b>Attachments @ para</b>	App A
<b>Information Governance &amp; Security</b>	
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<a href="https://www.gov.uk/government/publications/security-policy-framework/hmg-security-policy-framework#risk-management">https://www.gov.uk/government/publications/security-policy-framework/hmg-security-policy-framework#risk-management</a>	

### 1. INTRODUCTION/PURPOSE

- 1.1. This paper presents a strategy and national response plan for policing to Cyber Security Incidents (CSI's) that impact policing as a single service, i.e. *where more than one police force across more than one police region is impacted OR where an attack targets a third-party organisation that results in the compromise of police data from more than one police force across more than one region.*
- 1.2. This strategy enables a coordinated response to CSI's by policing nationally to help identify, mitigate and treat risk, implement consequence management and response plans. The Strategy is designed to support CSI National Gold Commanders responding to CSIs whilst providing guidance to forces on their role and what can be expected from a national response.

### 2. BACKGROUND

- 2.1. The threat from cybercrime continues to evolve both in terms of volume and complexity, driven by the increasing globalisation of goods, people and services, and continued advancements of technology. Numerous cyber threat assessments produced by the National Cyber Security Centre, the National Management Centre and other departments across government site significant and escalating risks of cyber-attacks on the police digital estate and policing supply chain whether at a local, regional or national level.



- 2.2. Threat actors range from “script kiddies” through to hostile state actors and motivations for attacking the UK police service vary from access to data that has a trade value on the dark web through to destabilising the UK economy through disrupting Critical National Infrastructure.
- 2.3. During the summer of 2022, two significant ransomware attacks took place on the UK policing supply chain, where two law firms in possession of policing data suffered large scale data breaches where private information pertaining to victims of crime, suspects and other members of the public was published on the dark web for downloading. Over 37 police forces across England and Wales were affected.
- 2.4. Assistant Commissioner (AC) Pete O’Doherty at City of London Police as NPCC Coordinator for cybercrime and national policing lead for Information Assurance, mobilised and led national gold groups that saw the UK police service with its government partners “defend as one” and led a coordinated response across policing to both “digital” critical incidents.
- 2.5. Although this approach was extremely effective, it was agreed that given the regularity of the cyber threat towards policing, this approach was not sustainable.

### **3. PROPOSAL**

#### **3.1. 24-7 CSI Gold Chief Officer Cadre**

- 3.1.1 In order for this strategy and national response plan to be successful, the paper recommends an urgent need for a 24-7 CSI Gold Chief Officer Cadre (1 Chief Officer selected from each region and 2 from London).
- 3.1.2 All Chief Officers will receive formal training prior to going on the Cadre and will include a specially written hydra exercise for CSI’s along with inputs from the National Management Centre and a debrief by AC Pete O’Doherty from his time as Gold Command lead during the attacks of summer 2022.
- 3.1.3 Regular CPD will also be provided throughout the term of a chief officer on the cadre.
- 3.1.4 The cadre and rota will be administered by the National Management Centre who is the point of activation and alert to the on-call chief officer when a CSI occurs.
- 3.1.5 This Strategy has been developed in consultation with subject matter experts from within policing and external agencies that provide support in responding to CSIs. These include the National Cyber Security Centre (NCSC), **\*\*S23\*\*** and the National Management Centre (NMC). A full list of consulted stakeholders can be found in Appendix C within the Strategy.

#### **3.2. APPROVAL OF THE COORDINATION COMMITTEE**

- 3.2.1. This strategy was shared and presented to the Digital, Data and Technology Coordination Committee (DDaTCC) and approved on the 18<sup>th</sup> January 2023.
- 3.2.2. The Strategy was also presented and shared with the Operations Coordination Committee for feedback and approval.

#### **3.3. STATEMENT/DETAILS OF COST OR RESOURCE IMPLICATIONS**

- 3.3.1. Resource requirement is for a 24-7 CSI Gold Chief Officer Cadre, as described above, 1 Chief Officer from each region and 2 from the London region.

#### **3.4 NPCC Strategic Objectives that your Topic Supports**

3.4.1 This strategy bridges the following pillars of the Vision 2030:-

- To help keep our communities safe
- To respond effectively to all appropriate demand
- To develop and inspire our workforce and evolve our culture
- To embed a culture of continuous improvement and innovation in policing.

#### **4. CONCLUSION**

- 4.1. The volume and complexity of cybercrime and specifically CSIs impacting on policing have increased; the current means of managing the threats and risks associated are no longer sustainable.
- 4.2. The Strategy proposes a National CSI chief officer cadre and provides a National Response Plan to meet these new and changing demands.

#### **5. DECISIONS REQUIRED**

5.1. NPCC is asked to

5.1.1. Approve the content of this paper

5.1.2. Approve the implementation of a national CSI chief officer cadre

5.1.3. For each region to provide the name of a nominated chief officer to go on the cadre and to inform [incidentmanagement@nmc.police.uk](mailto:incidentmanagement@nmc.police.uk) by Friday 14<sup>th</sup> April 2023.

5.1.4. To acknowledge that all nominated chief officers will undergo training with the College of Policing, City of London Police and National Management Centre on the 23<sup>rd</sup> May 2023.

5.1.5. To support the formal implementation and go-live of this strategy by 1<sup>st</sup> June 2023.

#### **AC Pete O'Doherty**

NPCC Coordinator for Cyber and Economic Crime

National Policing Information Assurance Lead, Chair of the Police Information Assurance Board (PIAB)

DDaTCC

# Chief Constables' Council

## Policing Productivity Review update

30/03/2023 / Session 8

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<b>Author:</b>	Pierre Coinde and James Derham
<b>Force/Organisation:</b>	Policing Productivity Review
<b>Date Created:</b>	17 March 2023
<b>Coordination Committee:</b>	
<b>Portfolio:</b>	
<b>Attachments @ para</b>	
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<a href="https://www.gov.uk/government/publications/security-policy-framework/hmg-security-policy-framework#risk-management">https://www.gov.uk/government/publications/security-policy-framework/hmg-security-policy-framework#risk-management</a>	

### 1. INTRODUCTION/PURPOSE

- 1.1. The Policing Productivity Review team has agreed to provide a regular update at Chief Constables' Council, and we are keen to receive feedback and steers from forces as the Review progresses.

### 2. BACKGROUND

- 2.1. We are timewise half way through the Review, which reports in September 2023. Good progress has been made against an ambitious workplan (eight strands of work on which the Home Office are looking for input), and we anticipate a busy six months as we conclude our review.
- 2.2. Political interest from Ministers (for example on Mental Health and Home Office Counting Rules) is high which makes it sometimes necessary to progress collective work with police forces fast; we are grateful for the support received to date.
- 2.3. The Review team is deliberately small and the support we have had from NPCC experts and leads, and indeed those with whom we have developed a "franchise model" to deliver strands, has been and remains invaluable. We have also benefited hugely from support and challenge from the Stakeholder Engagement Group.
- 2.4. A verbal update will be provided at the meeting, but some salient points and highlights are set out below.



### **3. PROGRESS UPDATE**

#### **3.1. Force visits (learning from others)**

3.1.1 A cornerstone of the Review is to look at good practice in forces, and, to do so, site visits to all forces are taking place to hear of technological or process innovations, as well as effective collaborations that are making the work of our organisations more productive.

3.1.2 We have already visited a significant number of forces (Kent, Durham, Derbyshire, Essex, Bedfordshire, South Yorkshire, Northumbria, Cleveland, Cumbria, Surrey, Nottinghamshire, North Yorkshire, Cheshire, Suffolk, Gwent – at the time of writing). The majority of outstanding visits are now confirmed in the diary. If your force has not yet confirmed a date, please be in touch as soon as possible: earlier visits help us feed the forces' lessons and good practice in the Review.

#### **3.2. Building a model process (burglary, first contact, domestic abuse, ASB)**

3.2.1. We continue to work with six police forces (Cumbria, Durham, South Wales, Thames Valley, West Midlands, West Yorkshire) and national leads to finalise the metrics and data sets required to build the tool.

3.2.2. Good engagement has taken place with the Policing Activity Survey team within the Home Office. HMICFRS and wider stakeholders are also assisting with the development of the tool.

#### **3.3. Workforce productivity**

3.3.1. Following consultation with the Home Office and in close collaboration with Chief Constable Pam Kelly, the NPCC Lead for Workforce, a data request is about to be sent to forces – to help us articulate the linkages between capacity increases in various areas of policing and outcomes for the public (this will assist us, for example, in supporting the next Spending Review case developed by NPCC). The Review Team is taking this forward in close collaboration with CC Kelly and her team, to set out how effective forces are at deploying their resources in line with demand; how effective they are in managing their people; as well as scoping the key outputs produced by officer capacity:

3.3.2. As part of this request, we are asking Chiefs to send us their views in writing to four questions:

- How did your force decide on where to increase capacity? (i.e. how did you assess the merits of growth in different areas, and which challenges were you seeking to address)?
- In your view and taking a medium-term view, what is the impact of uplift on your force's productivity? How are you making sure it improves productivity (e.g. better quality outputs, backlog reductions, additional demand being addressed...) and that a larger workforce does not dampen your force's drives for more effectiveness and efficiency?
- Which areas would your force expand further, if there were another officer uplift in the future, and why?
- Finally, in your opinion, are there capability gaps in your force that officer capacity increases have not and cannot address, which, and why?

3.3.3. The quality of response and strength of data will be essential in presenting the best case forward.

#### **3.4. Mental Health (Barriers to productivity)**

3.4.1. \*\*S31\*\*

3.4.2. **\*\*S31\*\***

3.4.3. **\*\*S31\*\***

### **3.5. Home Office Counting Rules (Barriers to productivity)**

3.5.1. This work strand is led by CC Chris Rowley, as NPCC Lead, who has provided expert input. A roundtable session with victim groups took place mid-March to firm up the proposals that will be sent to the policing minister by the end of the month. Areas being scoped include the principal crime rule, crime cancellation, and malicious communications. Given the timescales, a verbal update will be provided at the meeting.

### **3.6. Productivity unleashed by technology.**

3.6.1. This work strand is led by NPCC Chief Scientific Advisor Professor Paul Taylor and CC Jeremy Vaughan, and a separate paper is being tabled at this Chief Constables' Council for further discussion.

## **4. NPCC Strategic Objectives and the Productivity Review.**

4.1 **The Review supports the NPCC Vision 2030 Pillar 5 to “embed a culture of continuous improvement and innovation in policing”.**

4.2 In particular the findings and recommendations are expected to help **“continuous improvement and effective problem solving across policing”, “developing a learning and evidence informed culture”,** better use and understanding of data, as well as **“a more efficient and productive police service, delivering value for money and balancing opportunity and risk”.**

## **5. DECISIONS REQUIRED**

5.1. We welcome Chief Constables' support in ensuring that your force is represented and heard within the Review, on the broad question of how we improve police productivity, and in the immediate next term particularly in terms of:

- Force visits and good practice presentation, where still pending
- Workforce data request and Chiefs' views on uplift and productivity

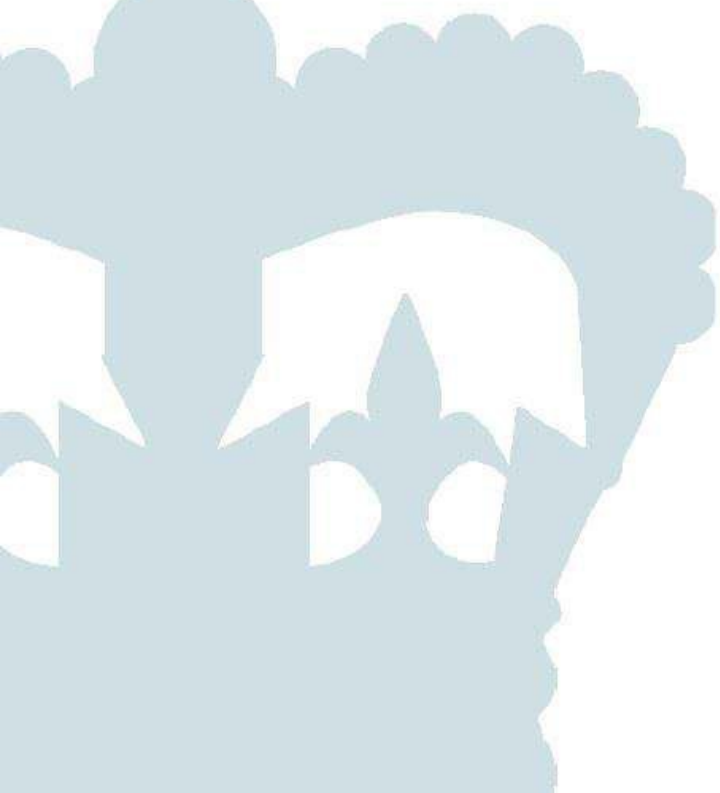
**Roisha Hughes**  
**Policing Productivity Review**

**Session 10**

- **Workforce Coordination Committee**
  - PUP Evaluation – **(Paper/Slides in the pack)**
  - Uplift Information Hub – **(Slide in the pack and print outs of information will be given out on the day of Council)**
  - Moratorium on Transferees Discussion – **(Verbal update)**

BacktoAgenda

# Evaluating the increased police officer workforce and wider investment into policing delivered through the Police Uplift Programme



The Police Uplift Programme (PUP) aimed to:

1. Recruit 20,000 additional officers by March 2023
2. Increase police capacity with more front-line policing to help prevent crime
3. Support forces to use the uplift to become more representative of the communities they serve by recruiting candidates from a range of backgrounds

There is a high level of ministerial interest in the impact of this programme. The Beating Crime Plan (BCP) includes commitments to track and monitor the PUP and the results it produces:

*The Government, on behalf of taxpayers, will be asking police forces to report regularly – not just about the number of the 20,000 officers recruited, but how they are being deployed and what results they are having*

The National Audit Office and Public Accounts Committee have each published recommendations that the department develops a benefit realisation plan to capture the impact of the PUP.

The Cabinet Office Evaluation Task Force and the Government Major Projects Portfolio (GMPP) have also requested information about evaluation and benefits data.

# Considerations, challenges and evaluation approach

## Considerations and challenges

The nature of the programme means it will be

challenging to isolate outcomes delivered by the increased police officer workforce and wider investment.

Impact is influenced by a range of factors beyond police numbers

No counterfactual to assess what would have happened without the PUP

'PUP' officers are added to current officers

Full benefits will take time to filter through

## Evaluation approach

- Using a theory-based approach we will seek to evidence the impact of the increase and investment on the police workforce, and the extent to which the service has changed as a result.
  - We will do this by:
- Drawing on a range of existing evidence and data
- Collecting new data through research with police forces
- Planning long-term monitoring to identify possible shifts in outcome areas over time

Develop a theory of change to guide the

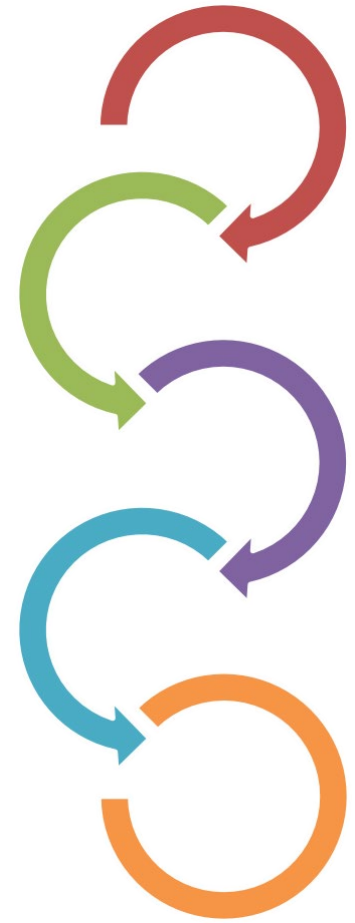
evaluation

Collect evidence to test the theory of change

Gather feedback from stakeholders

Refine the theory of change

Consolidate understanding and assess the findings



# Evaluation areas



## Policing as a service

What proportion of officers are fully operational?  
Is the 20,000 uplift being, and likely to continue to be, retained?  
How is the police workforce structured?  
How is the PUP perceived by the policing community?  
How are forces using the funding provided to support the wider service?  
Are police forces better able to adapt to changing demands?  
How has the increase in officers in ROCUs impacted policing?  
How do police forces compare in terms of their PUP allocation, deployment of their officers and use of funding, and therefore the changes that can be seen in the workforce?



## Policing as an employer

How representative is the workforce?  
How have resources and workloads been adjusted through the PUP?  
How have forces responded to employee welfare issues and demands?  
How have officer support and management provisions changed?



## Long-term policing and crime outcomes

How are policing and crime outcomes changing?  
*proactive policing, response times, incident attendance, arrests and fines issued, crime rates, charges, clearance rates*



## WORKFORCE PLANNING

Forces understand the main drivers of attrition and accurately forecast their attrition rate to inform effective workforce planning



## ORGANISATIONAL LISTENING

Forces take pro-active measures to understand their workforce attrition patterns, trends and key contributing factors. Measures include exit interviews and surveys.



## NATIONAL DATA FRAMEWORK

Forces align local data capture and leaver processes to the NPCC National Leaver's Framework to drive meaningful, consistent and comparable reasons for leaving data



## IMPACT OF ATTRITION

Forces understand the financial implications for attrition in early years, and the loss of skill and experience for attrition across the workforce and put in place measures to actively manage this



## RETENTION STRATEGY

Forces have a strategy and plan to address undesirable attrition. The strategy is aligned to insights from leavers about push factors/reasons for leaving



## PERFORMANCE DRIVEN

Retention plans are regularly reviewed and are dynamic and flexible according to learning that comes from retention performance reporting



## EARLY INTERVENTIONS

Forces recognise the value of early interventions in voluntary resignations and take pro-active steps to influence individual decision-making and retain talent



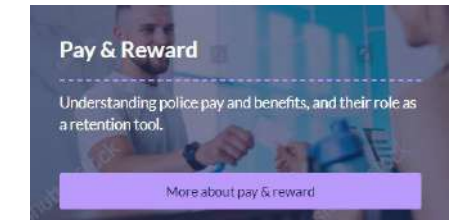
## STUDENT OFFICERS

Forces understand the specific challenges faced by new recruits and ensure wellbeing and development needs are prioritised, monitored and enhanced by the provision of effective and supportive supervisors and tutors



## ADDRESSING BARRIERS

Forces recognise the impact of protected characteristics on attrition rates and identify the specific challenges and needs of it's employees from diverse backgrounds. Forces pro-actively work to address internal barriers and reduce the disparities in employee experience



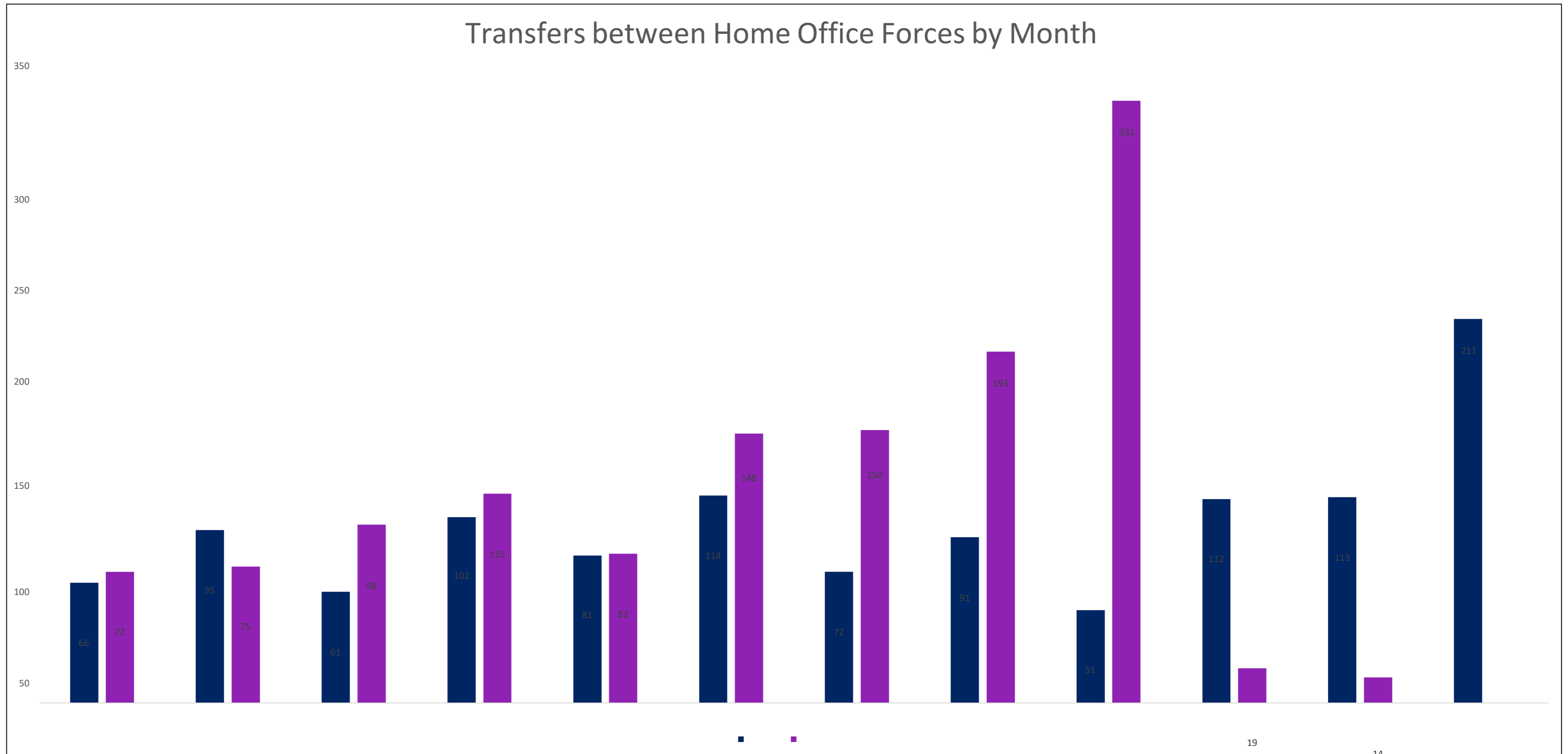
## SPECIALIST SKILLS

Forces understand the options available to retain specialist skills through interventions such as Targeted Variable Payments and Re-joiner Schemes

2020/21  
705

2021/22  
1169 65%↑

2022/23  
1297 11%↑



0

April

May

June

July

August

September

October

November

December

January

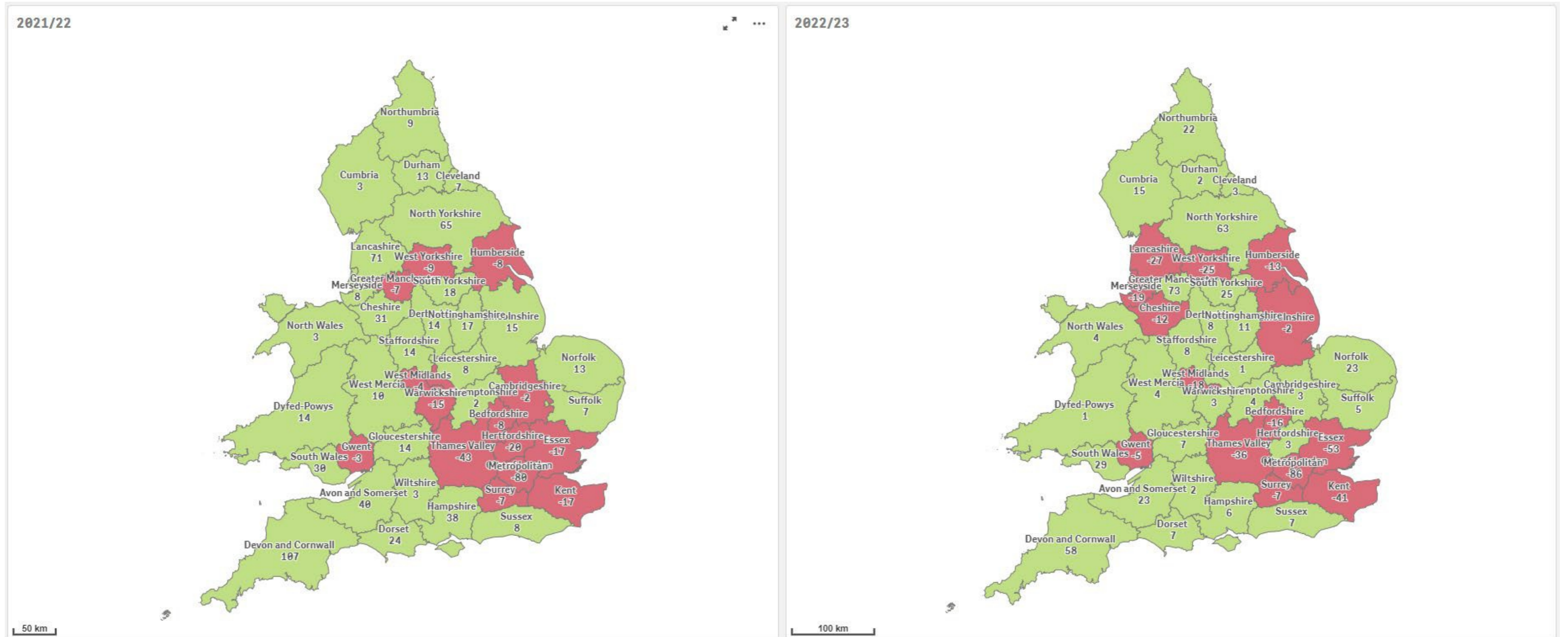
February

March

2021/22

2022/23

# Net transfers



**Session 11**

- **Continuous Integrity Screening Update – (Presentation in the pack)**
- Historic Data Wash Update

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# Chief Constables Council

## (March 2023)

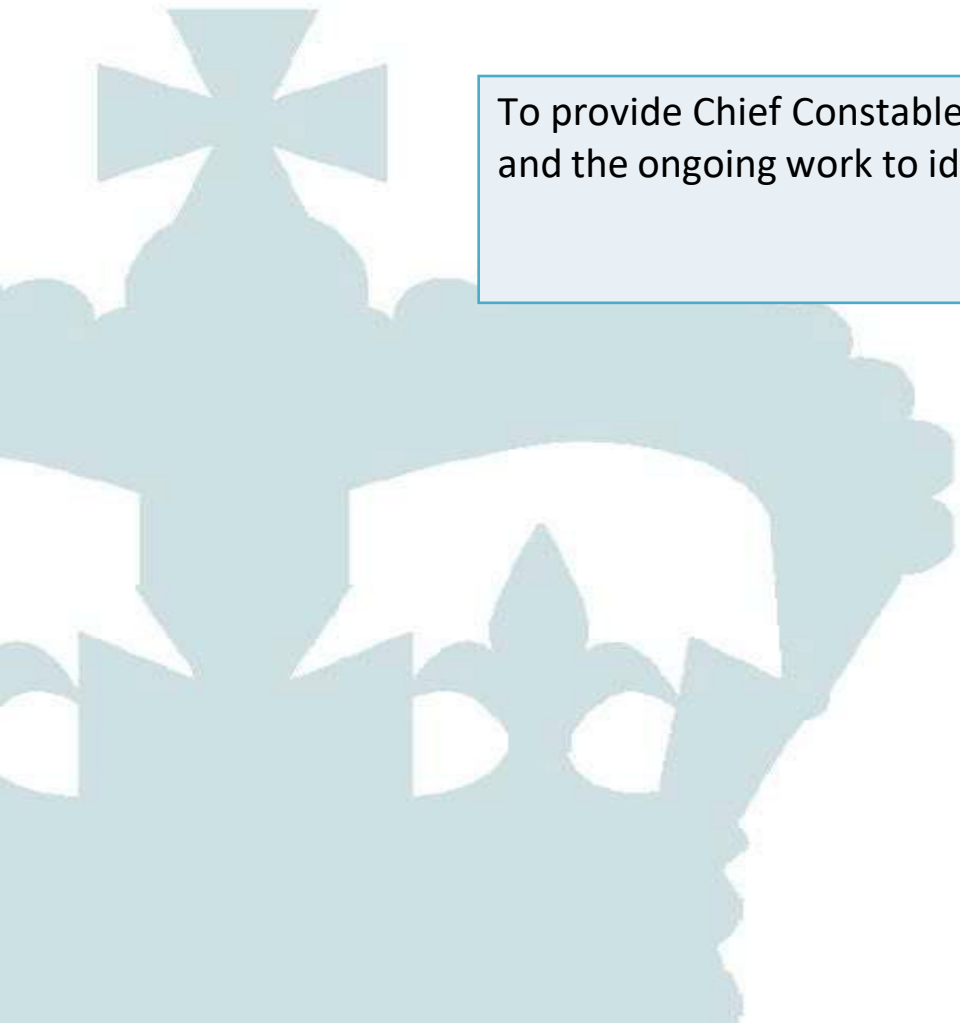
CC Serena Kennedy

NPCC Lead for Prevention



# Executive Summery

Outline the issue/topic

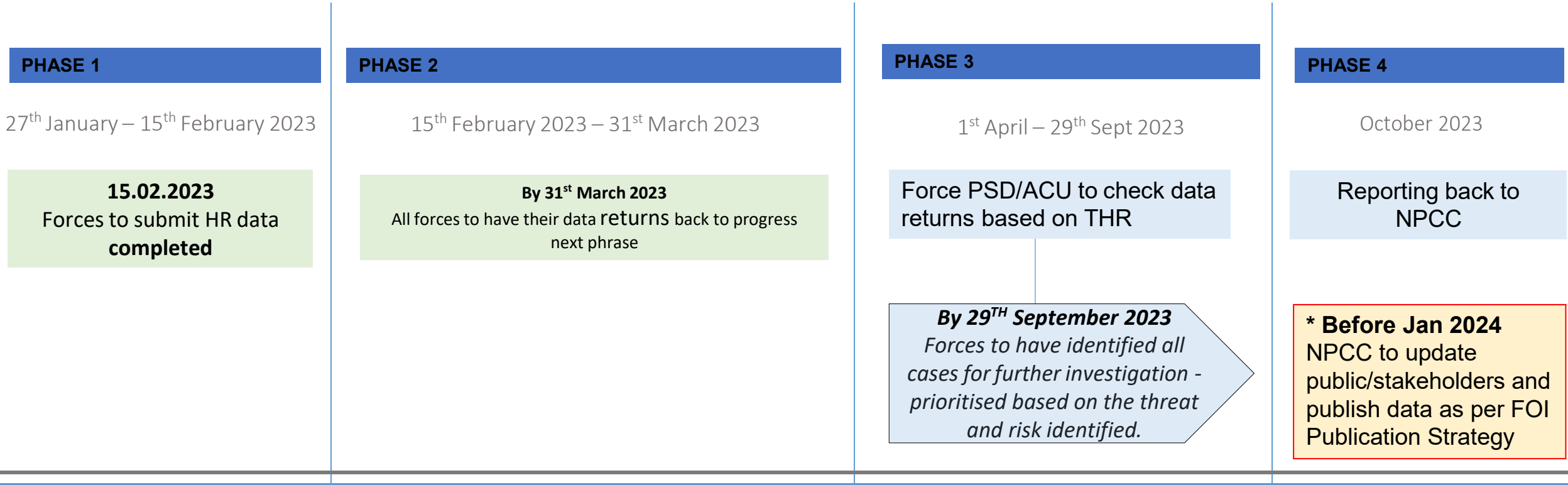


To provide Chief Constables' with an update on the progress of the Historical Data Wash and the ongoing work to identify a longer term solution for continuous integrity screening.

## NPCC strategic objectives that your topic supports

- Coordination (1): Provide collective operational coordination and delivery on critical areas of business and emerging threats on behalf of the service.
- Coordination (2) Ensure the views of the service are represented throughout decision making and governance structures, shaping future investment, service delivery and performance management
- Communication (1) Enable police forces and partners to shape and access important national information and initiatives that help to protect local communities
- Collaboration (1) Develop multi-agency partnerships to mitigate circumstances which lead to crime and criminality while developing a whole systems approach to policing, partnership and criminal justice to safeguard communities
- Collaboration (2) Collaborate with partners to deliver transformative innovation and new technologies that improve all aspects of policing

# Historical Data Wash - timeline



# Key work progressed....

- All forces have completed the HDW submission and have passed the Quality Assurance checks
- All forces have been invited to attend 1:1 PSD engagement sessions with the Project Team;
- HDW training events delivered to support Phase 3 personnel;
- 2 weekly review meetings have progressed
- DPIA shared with forces
- FOI Publication Strategy completed
- Dedicated site on Chiefs' Net for forces - comms

# Continuous Integrity Screening

- Funding approved by Home Office to appoint a PM and ICT Business Analyst
- Scope the business requirement for policing, and explore available options
- Work with Home Office, NPCC Portfolios etc re interdependencies of work
- Report into the Prevention Programme Team and CC Kennedy

**Session 17**

- **College of Policing – (Papers in the pack)**
- PEQF Optimisation and 4<sup>th</sup> Route



## Title: Policing Education Qualifications Framework (PEQF)

<b>Name of meeting:</b>	Chief Constables' Council
<b>Date of meeting:</b>	30 March 2023
<b>Item lead at meeting:</b>	Jo Noakes (Director of Leadership & Workforce Development)
<b>Agenda item number:</b>	Session 17

### 1. Issue

- 1.1. In December 2022, a comprehensive report was shared with Police & Crime Commissioners (PCCs) and Chief Constables' Council setting out the implementation of the Policing Education Qualifications Framework (PEQF) to date. This included a specific focus on the role of the NPCC/College PEQF Optimisation Group, its remit to take a fresh look at the challenges affecting successful embedding of the new entry routes, and how it was bringing forward proposals to address these issues, to make the PEQF the very best it can be.
- 1.2. In addition, following the Home Secretary's request to explore a complementary fourth PEQF (non-degree) entry route, the report explained the two-staged approach that would be taken – firstly by developing design principles, to be debated by the service (in March 2023), before fully scoping options (for presentation at Chief Constables' Council in July 2023). The Home Secretary maintains an avid interest in both strands of work.
- 1.3. The purpose of this paper is to provide a brief for PCCs and Chief Constables' Council, (ahead of a meeting with PCCs on the 22 March 2023 and Chief Constables' Council on the 30 March 2023), on the latest PEQF optimisation work, and the steps taken to develop the design principles for a fourth route.
- 1.4. There will be a presentation at the PCC meeting and Chief Constables' Council updating on priority areas for optimisation, plus high-level options for the fourth route (non-degree) for preliminary discussion.

### 2. Recommendations

- 2.1. Police & Crime Commissioners (PCCs) and Chief Constables' Council are asked:
  - 2.1.1. **to note** the brief on PEQF optimisation.
  - 2.1.2. **to note** the PEQF optimisation plan that accompanies the brief, and the breadth of deliverables.

- 2.1.3. **to note** the brief on exploring options for a fourth route, commencing with engaging with stakeholders on design principles.

### 3. PEQF optimisation

#### Summary of main activity from January to March 2023

- 3.1. A substantial amount of work is being progressed, with breadth and at pace, to further improve the new routes, maximise their potential, and embed them effectively.
- 3.2. Key activity includes
- 3.2.1. A College led two-day national optimisation event was held for forces and education providers (09-10 January 2023 in Ryton), spearheading the acceleration of this work.
- 3.2.2. Through the PEQF Optimisation Group (chaired by DCC Jason Hogg), a multi-faceted optimisation plan has been shaped by constructive test and challenge. It is via this forum the deliverables are also tightly monitored. The plan has been presented to the NPCC Workforce Co-ordination Committee where it received strong support for tackling priority areas.
- 3.2.3. The optimisation plan, now in delivery, focuses on five broad areas - design, procurement, deployment, assessment and review, and engagement. The work is managed through 8 key projects (or workstreams) led by a combination of College and NPCC leads, working in collaboration with force leads and education providers.
- 3.2.4. For significant areas of work, in particular assessment, sub working groups have been established to progress multi-strand deliverables.
- 3.2.5. The optimisation plan takes a system-based approach to supporting change (i.e., how different processes need to work well together/support one another). Therefore, whilst each project is discrete in terms of deliverables, it interfaces, and in some cases has interdependencies with wider workstreams. (For example, modifications to how assessment is carried out will get consolidated/locked into the single procurement framework.)
- 3.2.6. Maximum impact in forces from the optimisation work will therefore be achieved through sequencing the order of some workstreams, and subsequently through implementation of all aspects of the plan.
- 3.2.7. A summary of the optimisation plan accompanies this brief (**Annex 1**) and shows the full reach of deliverables. We encourage colleagues to read this ahead of the presentation as it reflects the totality of the work plan.
- 3.2.8. Priority areas for the plan include examining the curriculum to streamline delivery inputs, an extensive focus on making assessment as work-based and practical as possible (including reviewing the end-point assessment) and the project looking at how abstraction is minimised. There will be specific coverage on these at the forthcoming PCC meeting and Chief Constables' Council, including the expected benefits and timeframes.

## 4. Exploring options for a fourth route

### Summary of key activity from January to March 2023

- 4.1. The staged approach to exploring options for a fourth route has been running in parallel with the optimisation work and started with engagement on design principles.
- 4.2. Design principles are central to fully understanding what the service sees as the core components for the non-degree route, to enable the options to be fully scoped – to make sure the proposed options are in line with the ‘high-level ask.’ The approach to engagement and the steps taken are set out below:
  - 4.2.1. The work commenced by the College preparing a suite of draft design principles (see **Annex 2**). Their explicit purpose was to provide **a starting point for engagement with stakeholders, through which to garner the different viewpoints.**
  - 4.2.2. The draft design principles were intended to be **a series of provocations, intended to stimulate discussion, and reflection,** to inform the subsequent revision and enhancement of the principles and **draw out where there is both consensus and mixed views/different perspectives.**
  - 4.2.3. The design principles aim to tease out what are the key issues and the main aspects to most people in the service, to inform the shaping of options (as invariably there will not be agreement across the service on every principle).
  - 4.2.4. Engagement with multiple stakeholder groups, including established PEQF forums, namely:
    - Police & Crime Commissioners (PCCs) (specially convened meetings 29 November 2022 and 22 March 2023)
    - Chief Constables
    - NPCC/College PEQF Optimisation Group
    - National Learning & Development Executive
    - CIPD Police Forum
    - Police Federation
    - Police Superintendents’ Association
    - PEQF Board
    - Initial Police Education Board
    - Higher Education Forum.
- 4.3. The draft principles incorporated, from an education perspective, a range of different elements including educational level, accreditation/non-accreditation, equality of opportunity, quality assurance, recognition of prior learning and continuing professional development.
- 4.4. The draft principles also encompassed considerations around cost/funding, mitigating against a two-tier system (including pay and probation), and the potential implications on the existing PEQF routes.

## **Themes arising from stakeholder engagement on the draft design principles**

- 4.5. A summary of key themes (not exhaustive) arising from discussions with stakeholders on the draft principles is provided below, ahead of a broader discussion at the PCC meeting and Chief Constables' Council. This is sub-divided for ease of reference.

### **Baselining:**

- 4.6. There was consensus that before considering design options for a fourth route, we need to be cognisant of/decouple the changes and benefits to the existing routes being provided through the optimisation work. (This will support separating out what is independently being sought from the fourth route i.e., a route for those looking to join the service without a degree and not seeking to achieve one.)
- 4.7. There was also a general view that in baselining the specification for a fourth route, it was important to have collective knowledge of the work already in train to improve access into the new routes, whereby new entrants also may not have a degree (e.g. through widening access programmes, existing PCSOs/Specials, and the military pathway). Again, to mitigate any unintended conflation from potential options for a fourth route.

### **Educational level:**

- 4.8. Educational level was one of the two main areas where differing views were held.
- 4.9. Whilst accepted the provision of learning at Level 4 is not suitable as it aligns appropriately to the programme of education for Police Community Support Officers (PCSOs), the wider spectrum of views included:
- 4.9.1. those that felt the learning for police constables should be at Level 6, for parity and consistency with the existing routes, in recognition of the role police constables are operating at within the complexities and challenges of modern-day policing.
- 4.9.2. alternative perspectives that if the learning was at Level 6 this would 'look and feel' too much the same as what exists already, and should instead be positioned at Level 5, with (for example) the option of attaining Level 6 if the officer sought to through subsequent CPD.

### **External accreditation/non-accreditation:**

- 4.10. This was the second area where there were mixed views.
- 4.11. On balance, stakeholders expressed support for external accreditation of learning – describing it as intrinsic to external scrutiny and standardisation across forces. It was also seen as inextricably linked to trust and confidence.
- 4.12. For others, external accreditation was less critical, if sufficient rigour could be provided 'in house'.
- 4.13. For those in favour of accreditation, it was at the corresponding level of the learning being provided (hence views on both Level 5 and 6 were put forward). The possibility of having a stepped approach to accreditation also arose (i.e., gradually moving through the Levels from 5 to 6).

- 4.14. By contrast, for some stakeholders, the use of accreditation (and the related types of assessment) was seen as very similar to the existing routes, and therefore could the options for testing application of learning be explored in a different way – to attract those not seeking to undertake a degree.

**Mitigating against a two-tier education system:**

- 4.15. Although these discussions precede a detailed appraisal of potential design options, the importance of avoiding the potential disparities of a two-tier education system continues to be highlighted by stakeholders.
- 4.16. Looking ahead, to the full scoping of design options, in the context of discussions about the educational level and accreditation, there was more explicit reference to Police Regulations (entry, probation, exit standards, transfers, pay and onward progression) on which a two-tier approach could have implications.
- 4.17. As previously agreed, for each option, the risks, costs, timescales for development and implementation, any associated accreditation, and the impact on the current routes will also be set out by July 2023.

**Wider points:**

- 4.18. In addition, the following wider points have been shared during this process:
- 4.18.1. The importance of continuing to promote the drive for recognising the professional nature of policing.
- 4.18.2. Consistency in terms of outcomes (what new recruits know and can do to the same level) is crucial to operational policing. This also supports transferability and interoperability - in terms of forces accepting transferees, and effective mutual aid.
- 4.18.3. That we continue to carefully consider the provision of learning in the context of operational demand.
- 4.18.4. That the quality of the education of new recruits, including leadership and reflective practice, and the support provided to them, is a key enabler to wider cultural change and embedding the new routes.
- 4.18.5. Looking at PEQF again in 2023, should we also reference existing officers when referring to the wider culture of professionalism and CPD.

**Conclusion:**

- 4.19. The engagement undertaken with stakeholder groups has identified there is not common agreement on the suite of design principles, as such, it is acknowledged there will not be consensus on the fourth route itself. With that in mind, high-level options will be presented to PCCs and Chief Constables' Council in March 2023, with a view to the most accepted being scoped further in the next stage.

## Annexes

**Annex A** – PEQF optimisation plan [Version 1.4 (March 2023)]

**Annex B** – Fourth route design principles (Summary)

# PEQF optimisation plan

Version 1.4 (March 2023)

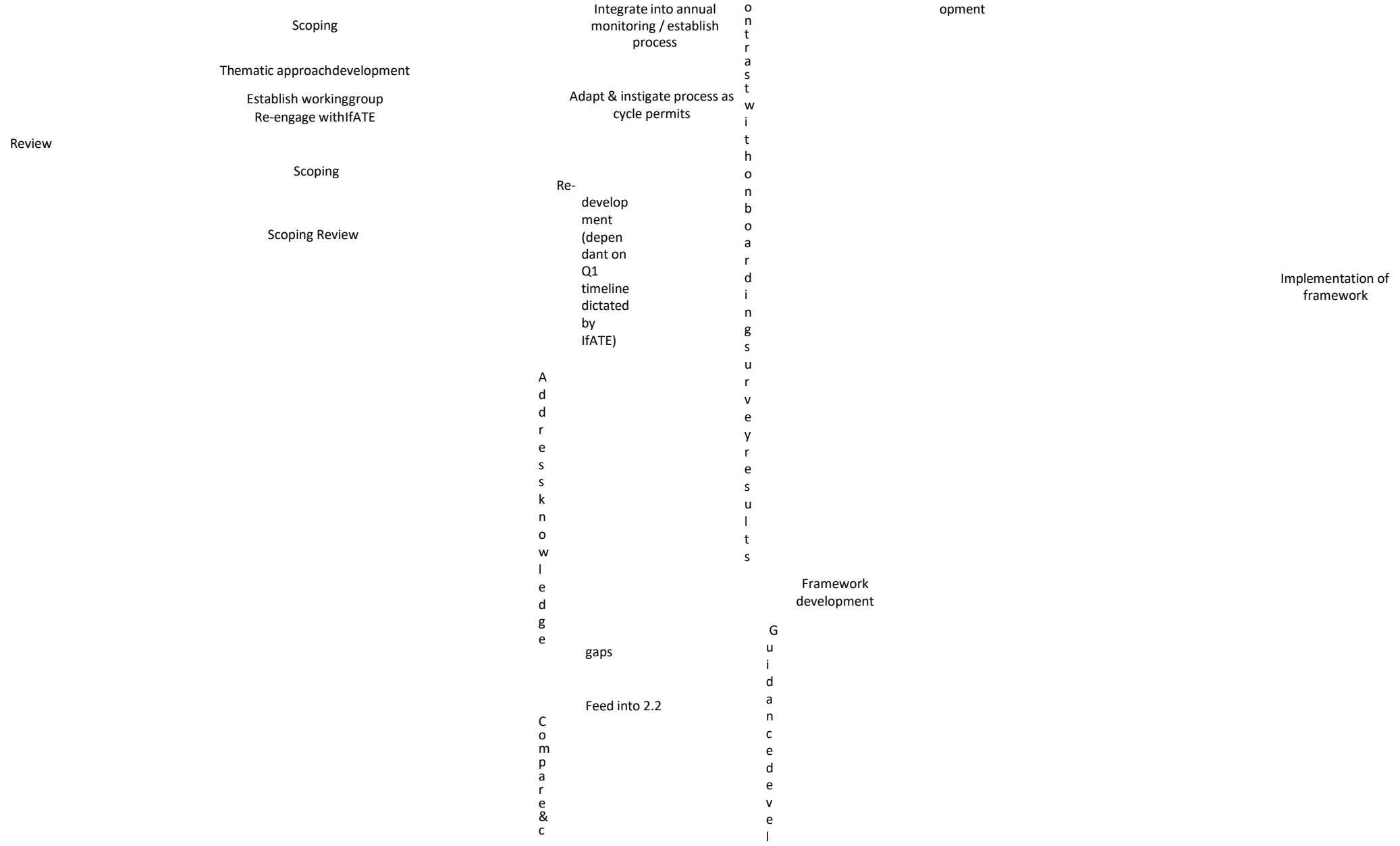
Working together  
to share knowledge



## Key

Development	Scoping / Review / Engagement	Implementation	Sharing / gathering information
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Project Title		Strategic Initiative		2022		2023			2024	
				Q3	Q4	Q1	Q2	Q3	Q4	Q1
Design sign	Improve Access Kevyn Burn & NPCC Lead	1.1 Support the development and implementation of a 'military pathway' pilot including potential transition to a national roll-out.	Pilot		Scope wider roll-out	Programme specification development Dependant on 4th Entry Route outcome	Implementation			
		1.2 Consider Regulatory change to permit a shorter PCDA probationary period.			Review and establish need for change	Establish timeline and required actions	Comms			
		1.3 Continue to contribute to Uplift-instigated working group looking at flexible working options and entry pathways for police staff.	Research		Toolkit development Inventory development	Incorporate into Guidance	Implementation of guidance			
		1.8 Identify and maximise opportunities for RPL across the programme to reduce learning requirement wherever possible.			Develop RPL Toolkit	Incorporate into Guidance	Implementation of guidance			
		3.3 Target forces not engaged with PPD and identify and deliver extra support needs.		Review	Audit Identify needs	Instigate necessary support				
		3.4 Gather and collate data from 2022 'match-making' survey and cascade to forces. Push HEIs for the highest response rate possible.	Survey development	Survey completion and results cascaded	Engagement	Survey development			Survey completion and results cascaded	Engagement
		3.5 Explore viability and cost-effectiveness of a PPD recruitment 'convention' (F2F or virtual).			Scoping	Exploration through IRG & IPEB				
		3.7 Use the Police Race Action Plan as a source of intelligence. Evaluate benefits and disadvantages and consider wider promotion.			Share existing programme models		Review			
	Integrated Approach to Assessment Peter Ward	1.5 Review assessment practices (excluding EPA in first instance) in use to identify and promote innovative approaches that reduce workload. Identify an optimal delivery model and infrastructure.			Initiate workstream Curriculum review	Gather and review force models	Toolkit development (cross reference with 1.7)		Implementation of changes	
		1.6 Review HEI provision to ensure that all coursework is fully vocational and is as relevant, practical and workplace based as possible.			inform curriculum design.	cluding the standard and funding band) to streamline Year 3 assessment.			HEI's	
1.7 Review				1.7 Review				2.3 CoP to investigate identification of costing 'bands' for PCDA and DHEP to allow effective comparisons between providers		
Procurement	Review PCDA EPA Neil Stewart			1.11 Use annual QA processes to identify well-aligned academic and practical learning and assessment. Use this to inform an optimal delivery model, drive improvement and	PCDA EPA (i)n	2.1 Increase understanding of the true costs of PCDA, DHEP and PPD. Consider cost-effectiveness of regional collaborations including hidden costs. Overlay emerging cost-picture with onboarding survey satisfaction data.				
	Single Procurement Framework					2.2 Develop a single procurement framework to provide better value from contractual arrangements with				





n of the PEQF and, through this PEQFOptimisation Plan, be seen to be responding to these.

5.4 Briefing of key stakeholder groups, including WCC, PEQF Board, IPEB, IRG, TEG and HE Forum.

- Collate plan
  - Identify opportunities and gaps
  - Agree quick wins
- Respond depending on other workstream activity and 4<sup>th</sup> entry route

Results published

Brief stakeholders on work

Integrate briefings into update comms plan

Project Title		Strategic Initiative	2022		2023				2024
			Q3	Q4	Q1	Q2	Q3	Q4	Q1
3.10	Student support / Resources Kevyn Burns	1.13 Ensure that links are made and promoted between initial entry learning and onward leadership development through the NCPL, including in relation to pay and progression considerations		Foundation development			Pilot	Implementation	
		3.6 Cross-check awareness and consistent use of existing guidance for forces around Regulation 13 where student officers fail to meet the academic requirements.			Implementation team development	Review Guidance	Implementation		
		3.8 Use Uplift research due early 2023 to share good practice and understand provision within forces.			Uplift and OU project team collating phase 3 research	Toolkit Development	Incorporate into Guidance	Implementation	
		3.9 Explore the use of talent management across forces to identify support roles.			Engagement at IRG	Engagement with forces	Incorporate into Guidance	Implementation	
		Provide guidance to forces on the selection and CPD of tutors, trainers and assessors ('student officer support').		Scoping	Uplift and OU project team collating phase 3 research	Toolkit development Engagement with forces	Incorporate into Guidance	Implementation	
	Delivery Model / Protected Learning Time Kevyn Burns	3.11 Gather force data to improve understanding of off-the-job learning and PLT use (abstraction rates).			Research	Toolkit development	Incorporate into Guidance	Implementation	
		3.13 Review a supernumerary model in the context of policing. Compare to practice in other sectors.				Scoping	Guidance development	Implementation	
		1.10 Review (1.9 Performance Framework) and support forces and providers where satisfaction is low.		Onboarding survey data released	Gather feedback	Guidance development			
		3.12 Provide tools for forces to effectively manage PLT.					Toolkit development	Implementation	
		4.1 Monitor and respond to key indicators of success, including attrition, diversity, well-being, and training satisfaction.			Scoping	Instigate meetings with target collaborations	Incorporate into Guidance	Implementation	
4.5	Influence OfSTED and improve their understanding of Police Service's requirements. *repeated*		Review	Meet with Ofsted					
4.6	Gather learning from OfSTED inspections and ensure this is cascaded to forces and HEIs *repeated*			Gather & share learning					



**Policing Education Qualifications Framework (PEQF) core principles**

Principle 1	A fourth route should continue to provide recognition for the professional nature of policing.
Principle 2	There should be an ongoing commitment to deliver officers of the highest calibre from the widest, most diverse, pool of talent across all sections of society.
Principle 3	The design of a new route should continue to meet the needs of modern policing and reflect both the complexities of the policing role, and the level (educational level 6) police constables are required to operate at.
Principle 4	A fourth route should be underpinned by the same modern curriculum that underpins all new PEQF routes, as it encapsulates all that is essential for new-recruit training.

**Fourth route principles**

Principle 1	A fourth route should enhance the choice of PEQF pathways already available to new recruits, adding to the attractiveness of entering the service and representation from those who would otherwise have not joined via an existing PEQF route.
Principle 2	In support of fairness and equality of opportunity, the design of a fourth route should carefully mitigate against any potential disparity for a two-tier system.
Principle 3(a)	In support of continuing to standardise education and professional development, the design of any new route should be capable of providing assurance and evidence of validity and rigour of assessment against national standards, including operational competence.
Principle 3(b)	An integral part of design should be ensuring any new route is capable of being robustly quality assured at the national and local levels so that all new recruits receive a minimum acceptable level and quality of training.
Principle 4	The design of a fourth route should include accreditation of new officers' learning, at level 6 for consistency, using an approach other than a degree.
Principle 5	The fourth route should be costed and affordable to the service.
Principle 6	The exploration and decision making for a new PEQF route should not be seen in isolation of the existing PEQF routes and the PEQF optimisation work and its deliverables.
Principle 7	Inclusion of recognition of prior learning (RPL) options and guidance should be part of the design of the fourth route.
Principle 8	As with the existing PEQF routes, the fourth route should be a starting point for a culture of professionalism and continuing professional development (CPD).