

Chief Constables Council (6-7 December 2023)

****S31****

Agenda

****S21 Reasonably accessible
by other means****

Session 1

Session	Topics	Lead
<p>Session 1 09:00 – 10:30</p>	<p>Minutes for approval – September 23 meeting</p> <p>Chair’s Update State of Policing Update Surveillance Portfolio and Race and Religion Portfolio ESN Lead</p> <p>Current Operational Demands</p> <p>Operation Vertu</p> <p>Operational Independence</p> <p>Police Race Action Plan</p> <p>Regional Papers: Police Heritage Rapid Video Response support for National roll out of Capability</p>	<p>In the pack</p> <p>All verbal updates</p> <p>All verbal updates</p> <p>Simon Chesterman and Charlie Hall</p> <p>Rob Nixon</p> <p>Alison Heydari</p> <p>In the pack Decision agreed Decision agreed</p>



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Chief Constables' Council Minutes

27-28 September 2023

Attendees

AC Gavin Stephens	NPCC Chair
CC Sara Crew	Avon and Somerset
DCC Nikki Watson	Avon and Somerset
CC Trevor Rodenhurst	Bedfordshire
DCC Dan Vajzovic	Bedfordshire
CC Nick Dean	Cambridgeshire
CC Mark Roberts	Cheshire
ACC Bill Dutton	Cheshire
Cmsr Angela McClaren	City of London
CC Mark Webster	Cleveland
CC Rob Carden	Cumbria
CC Rachel Swann	Derbyshire Constabulary
CC Will Kerr	Devon and Cornwall
Det Supt Mark Beacon	Devon and Cornwall
CC Amanda Pearson	Dorset
DCC Ciaron Irvine	Durham
CC Dr Richard Lewis	Dyfed-Powys
CC Ben-Julian Harrington	Essex

CC Rod Hansen	Gloucestershire
ACO Ian Cosh	Greater Manchester
CC Pam Kelly	Gwent
CC Scott Chilton	Hampshire
CC Charlie Hall	Hertfordshire
DCC Paul Anderson	Humberside
CC Tim Smith	Kent
CC Chris Rowley	Lancashire
CC Rob Nixon	Leicestershire
CC Chris Haward	Lincolnshire
CC Serena Kennedy	Merseyside
AC Matt Jukes	Metropolitan Police Service
AC Louisa Rolfe	Metropolitan Police Service
AC Barbara Gray	Metropolitan Police Service
CC Amanda Blakeman	North Wales
CC Paul Sanford	Norfolk Constabulary
CC Nick Adderley	Northamptonshire
CC Kate Meynell	Nottinghamshire
CC Vanessa Jardine	Northumbria
CC Lisa Winward	North Yorkshire
Sir Iain Livingstone	Police Scotland
DCC Jane Connors	Police Scotland
DCC (Designate) Fiona Taylor	Police Scotland
ACC Wendy Middleton	Police Scotland
T/DCC Alan Speirs	Police Scotland
ACC Bex Smith	Police Scotland
ACC Andy Freeburn	Police Scotland
ACC Steve Johnson	Police Scotland
Director Katy Miller	Police Scotland
Andrew Hendry	Police Scotland
Patrick Brown	Police Scotland
Director Tom McMahon	Police Scotland
DCC Mark Hamilton	Police Service for Northern Ireland
ACC Alan Todd	Police Service for Northern Ireland
CC James Vaughan	South Wales
CC Lauren Poultney	South Yorkshire
CC Chris Noble	Staffordshire
CC Rachel Kearton	Suffolk
CC Tim De Meyer	Surrey
CC Jo Shiner	Sussex
CC Jason Hogg	Thames Valley
DCC Ben Snuggs	Thames Valley
CC Debra Tedds	Warwickshire
CC Pippa Mills	West Mercia
CC Craig Guildford	West Midlands
CC John Robins	West Yorkshire
CC Catherine Roper	Wiltshire
CC Lucy D'Orsi	British Transport Police

CC Simon Chesterman	Civil Nuclear Constabulary
CEO Andy Marsh	College of Policing
DG Graeme Biggar	National Crime Agency
DDG Rob Jones	National Crime Agency
CC Melanie Dales	Ministry of Defence Police
Provost Marshall Sarah Pringle-Smith	Royal Military Police

Gp Capt Russ Foster-Jones
Col Kristian Rotchell
CO Ruari Hardy
CO Robin Smith
CO Russell Foster
CC Chris Eyre
Cmsr Ian McGrail

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

S40(2)

HMI Wendy Williams
Abimbola Johnson
DAC Laurence Taylor
Clifford Stott

S40(2)

ACC Alex Goss
Nick Bayley
Tom Harding
Sam De Reya
Dee Perkins
HMI Andy Cooke
Suzette Allcorn
Professor Paul Taylor
AC Stephen Jupp
Alan Pughsley
Lianne Deeming
DCC Maggie Blyth
Jo Noakes
Roisha Hughes
Alan Pughsley
ACC Mark Williams
Gemma Stannard

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Garda Police
HMICFRS
Independent Scrutiny Oversight Board
Metropolitan Police Service
Keele University
West Midlands Police
North Wales Police
College of Policing
College of Policing
Hampshire Constabulary
Operation Soteria
HMICFRS
HMICFRS
NPCC Chief Scientific Officer Policing
Serious and Organised Crime Lead
NPCC Review of Productivity in Policing Team
CEO BlueLight Commercial
NPCC Violence Against Women and Girls Lead
College of Policing
NPCC Productivity Review Team
Head of NPCC Productivity Review
NPoCC
NPCC Strategic Hub Lead
NPCC Head of Organisational Development and Change
NPCC Strategy, Planning and Performance Lead
NPCC Business Support Manager
NPCC Staff Officer to NPCC Chair
NPCC Freedom of Information Act Officer
NPCC Freedom of Information Act Officer
NPCC Strategy, Planning and Performance Team
NPCC Strategy, Planning and Performance Team
NPCC Head of Communications
NPCC Business Support Assistant
NPCC Business Support Assistant

S40(2)
S40(2)
S40(2)

NPCC Business Support Officer
NPCC Business Support Officer
NPCC Executive Assistant to NPCC Chair

SESSION 1:

MINUTES AND ACTIONS FROM PREVIOUS MEETING

The minutes for the previous meetings held were agreed:

Decision: July 2023 – Agreed

The minutes for the extraordinary CCC will be finalised and submitted to the December meeting,

The action log is all in hand and will be reported against in the next meeting.

Parish Notices

The chair welcomed visitors to CCC. The following new appointments were mentioned at the meeting:

- CC Rachel Bacon who has been appointed as the new Chief Constable (CC) for Durham Constabulary with Jo Farrell having been appointed as the new Chief Constable for Police Scotland.
- Pippa Mills and Matt Twist who have been appointed as Assistant Commissioners in the Metropolitan Police Service.
- Maggie Blyth who is now the Deputy Chief Executive to the College of Policing. An advert is now out for an ACC replacement for her role.
- Matt Hopley who is the new Police Chaplain.
- A warm welcome was expressed to Mark Williams who is the new Head of NPoCC.
- CC Lisa Winward has announced her retirement from the Police Service.
- ****S40(2)****. A thank you was expressed to those who have supported the PSNI team. The appointment process for the new Chief Constable of PSNI is now open.

NPCC Roles:

- Rob Carden has been appointed as the new Chair for the DDAT Committee. Rob Carden is looking for a new lead for dangerous dogs which will be advertised on ChiefsNet – **(Action)**
- The SOC Chief role is due to close imminently.
- A Chief Constable is required for the ESN role. Chief Constables are encouraged to apply for this role once re-advertised on ChiefsNet – **(Action)**.
- A replacement will be sought for a lead for the Local Policing Committee and a new Chief Lead for the Science and Innovation NPCC Coordination Committee. Both roles will be advertised to all chiefs on ChiefsNet – **(Action)**
- Thanks was expressed to Amanda Pearson for her work in the stop and search role and an advert is out now for someone to take on this role.
- The Chair congratulated Cleveland and Gloucestershire for coming out of engage and commented on the great progress being made with the excellent presentations given by the teams in the oversight group.

Chair's Update

Update on Firearms and the Review.

It was reported that the situation has improved with some officers in the Metropolitan Police Service (MPS) returning to their duties. London still requires mutual aid and have requested via NPoCC

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The request is projected through until Wednesday of next week. NPoCC are working hard to fulfil these requirements. There are regions who

are supplying assets but there are still some gaps, so forces are encouraged to support to meet the requirements. Some detailed discussions have been had with firearms officers to try and reassure them over what the deployments will look like and how they will be received in London. London is engaging to help support officers when they come in. Thanks were expressed to colleagues and forces who have provided support so far and a plea was made for forces who haven't yet come forward to support.

There is a challenge point coming up with the Anonymity hearing. If anonymity is lifted, this could cause a significant problem.

There is the review which the Home Secretary announced and there is engagement with the Home Office to try and find out more detail on this. There is the need to do some retrospective engagement with the Attorney General's office and the Ministry of Justice (MoJ). They are working up a framework looking at the legal process, the timelines, what the thresholds will look like and the communications. The Home office will be putting a small team together to manage the review with other government departments represented on there. There may be the option to get an NPCC member on board. This timescale for the review will be quick. There is a window of opportunity with legislation going through at the end of October so if changes can be brought into this legislation, then this will speed up the process. The Terms of Reference are being worked upon but will be drawn up based on the open letter that was sent back in response to the announcement of the review.

Six key areas to be covered are:

- Legal regulatory changes. Amendments to ensure the application of subjective criminal law tests self-defence for police misconduct. Not the objective civil test. A simplified process with better protection for the public.
- Introduction of criminal standard of proof for unlawful killing in inquests and enquiries.
- Changes to the threshold at which the IOPC can launch criminal or misconduct investigations.
- Policy and practice changes. How the CPS policy can be strengthened for legal protection for officers who use force.
- Looking at time limits for IOPC and CPS to reduce the impact lengthy investigations have on officers who are subject to those investigations.
- Improve the balance in the communications and release of information to the public to get the right balance between public confidence and the officers involved.

There may be the opportunity to put more things in. Firearms is a strong focus but there should be other things such as police pursuits, other use of force. There is a real opportunity to make changes which will impact the workforce. A small group of NPCC leads will be put together next week.

The issue of regions responding to mutual aid was discussed and it was confirmed that when regions are asked to be able to provide mutual aid then it is their public duty to do so and at least at the minimum level.

Action: Team pulling together group of NPCC leads next week to gather evidence base to submit to the Home Office review.

Chief Officers Day

Chief Officers Day will take place 12 October with strong attendance encouraged from ACCs/DCCs and to support the Wellbeing session.

Historical Data Wash Update

It was reported that the process is nearly at the end of phase 3 with 99.5% complete. A thank you was expressed to all forces who have done their returns.

There is some interest from both the Association of Police and Crime Commissioners (APCC) and Police Crime Commissioners (PCCs) to publish that they have finished the historic data wash and to start publishing results. However, a report will be received in November around the lessons learned, there is an extraordinary CCC in January to agree what is going to be published as per the FOI Publication Strategy which has been worked on by the programme board. The FOI Publication strategy has been signed off and has been through all the Trade Unions and Staff Associations. There will be some briefings with key stakeholders.

There is the need to wait before publishing individual data and wait for the publication strategy timelines in January. The stakeholders include the Home Office (HO), APCC, NPCC at the extraordinary CCC in January. The data will be released nationally and not broken down to force level.

The CIS is still being worked on which is being presented to the PSG group in November with hopefully getting money assigned to go and procure a CIS solution. There may be the need for another historical data wash as the CIS tool may not be ready and they may need to secure some additional funding for the historical data wash.

Home Office Counting Rules Update

CCC wrote to the Home Secretary via the NPCC Chair with the main issues and concerns and one was around CDI. There was a round table discussion last year with the policing minister to address what forces wanted to explore to take away the burden and bureaucracy that home office counting rules have caused to officers, staff and back-office functionality with a view to making it more victim focused. Phase 1 was pushed through rapidly but with lots of consultation and the principle of Crime Counting Rule was restored. HMIC had asked for this back in 2017 but it had not been moved on.

Phase 1 included:

- Changes to the Crime cancellation rules.
- Improved training for force crime registrars and designated decision makers.
- Denotification of section 5 of the Public Order Act.

Phase 2 Included:

- A review of all outcomes.
- Self-generated indecent images of children.
- N300 and N200 work.
- Extent of the notifiable offences list.

The New System:

- The new system will be in categories of solved, resolved and unsolved.
- Some are quite straightforward.
- Resolved issues are where the offender is dead for example, deferred prosecutions, deferred cautions.
- Every code will have clear criteria for use. Currently there are different misinterpretations/interpretations of the code. There will be consistency around the country around application.
- There will be a decision tree developed with a question set for officers to work through. The system will decide on the outcome. The data will be on there to assist in respect of a classification and a correct outcome.
- Forces may be missing lots of positive outcomes with officers not understanding the correct

code and outcome.

There has been a lot of work being going on regarding the distinction between adult and child applications that have coding, around cautioning, out of court disposals which is all going to be captured going forward.

Recommendations:

- There will be a full refresh of the codes so that they are fit for purpose.
- Outcome 14, 15 and 16 – if a victim wants to tell us about an incident but not report it, then they can record it but there will be a safeguard in place to detail the rationale.
- There will be the development of a Decision tree.
- To distinguish between an adult or a child application.
- There has been work on the abusive images of children. Putting a child on as a subject and not a suspect if there are non-aggravating factors. Looking at educating the child with an online course with a code assigned and educating the child around the dangers of what they are doing.
- N300 – creating an open/closing code for unexpected, non- suspicious deaths.
- N200 – how to re-introduce the move back to the principle of crime rule.
- Notifiable Offences list – There are 1600 currently. How to adopt a new notifiable offense and to take them off the list.

Next steps:

- To make sure can get into Home Office counting rules what forces want.
- To make sure it is fit for purpose.

Questions were raised around the use of the term “resolved” when in fact the matter has been “solved” as the offender has been identified but a different decision been made about the outcome in terms of punishment or reparation for that offender and how will this term be perceived by government/the public? The issue of training and briefing was raised which will be through the College with a complete refresh planned.

National Standards for Incident Recording (NSIR) Update:

The current NSIR was written in 2010 with no review period which has resulted in the need to re-write the whole of the guidance document.

They have been working with the Productivity Review team to streamline processes and address elements of non- police demand.

There have been some unsuccessful attempts to get the NSIR work off the ground previously.

The review was started in April of this year and the areas which were identified to focus on were:

1. To look at current demands and challenges to policing currently.
2. To achieve a consistent approach to incident recording.
3. To focus on core police responsibilities.

The work resulted in 15 recommendations including areas which are topical around Violence against Women and Girls (VAWG), Right Care Right Person (RCRP) and NCHI. The focus has been on trying to streamline and simplify incident recording and a report has been issued to explain each of the recommendations.

Over the last 6-8 months, there has been a push towards a high level of consultation. There has been a

national senior stakeholder group which has met on several occasions and all forces have been written to with good engagement across the board. There has been work with the Victims Commissioner and Domestic Abuse Commissioner. There has been engagement with the HMIC.

There are 4 new objectives in terms of incident recording:

- 1) Understanding at first point of call, what the caller needs and try to “first contact resolve” where possible as opposed to creating an incident for every single call for service.
- 2) Focus on the need for the caller – the demand isn’t always for police.
- 3) To identify risk and reduce harm.
- 4) Forces have gone in different directions around incident recording. There was no consistency or governance – The College of Policing have been reviewing the processes and whether they are still fit for purpose.

There has been the introduction of the thrive assessment tool. Some forces already use this but not all forces do. Thrive is utilised as the main assessment tool at point of call. If information changes then re-thrive is used.

There is the need to get a national corporate approach to risk assessments within incidents which is important. There was feedback from forces, HMIC and support agencies to get a structure to incident recording. There is a lot of police demand which does not need incident recording. There is a time when you need to create an incident, to carry out a THRIVE assessment but it just sits on the system. There is a need to create an incident as there has been a call for service, but a resource is not deployed to the incident, and no police activity has taken place. An incident comes in, they deploy a resource and take come action.

A question is often set at point of call to enable more consistency in terms of incident recording. A training package is required and will be provided for call handlers. There is more work to be carried out with Productivity Review Team. This will then be taken to CCC.

National Wellbeing APP

Decision: The APP is well underway in terms of development and is anticipated to be complete in draft form by the end of October 2023, prior to public consultation via the College of Policing. Further key dates will be released in due course.

Regional Papers

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

NPCC Strategic Hub Risk Approach

Action: NPCC SPP team will respond to the London regional comments.

Decisions:

- Chiefs noted the review of the development of the RMF and the proposed SRA and provide comment on the update and planned activity.
- Chiefs supported all to contact to the NPCC SPP team to provide strategic risk concerns for consideration/inclusion in the SRA reporting planned for submission to CCC in December 2023.

Victims and Prisoners Bill Witness Care Units

Action: Author to liaise with the regions to address and deliver on the following commentary/observations from forces:

- **South West** – A set of firm national principles could inhibit creative working in forces. If the set of principles / national model is inflexible this could cause inefficiencies and duplication for local force arrangements.
- The Witness Care Officer role profile to standardise the role is supported, but this would need to consider variances across forces. Forces have merged witness care with case file builders within Criminal Justice, this needs to be untangled first before a standard role profile can be built.
- **London** – MPS has declined (in agreement with MOPAC) to participate in the National Experience Survey as it may negatively impact on the User Satisfaction Survey currently in place. There is also a My Met Service pilot, which will provide victims the opportunity to report directly on the service provided by officers.

Decisions:

- Chiefs noted the update regarding the progression of the Victims and Prisoners' Bill and support both the development of the National Victim Experience Survey and the testing of metrics to demonstrate compliance with the Victims' Code.
- Chiefs noted the developments to date regarding Witness Care Units and consider their own force capacity and capability, continuing to support their witness care officers.
- Chiefs supported the next steps of the Witness Care Unit work nationally, as described above.

Collaboration between Opal and Pegasus

Action: Author to liaise with the regions to address and deliver on the following commentary/observations from forces:

- **Eastern** – The collaboration assumes that the NPCC will continue funding for Op Opal. This cannot be certain before the NPCC budgets, which we know will be tight, are considered for next FY. Whilst the work appears valuable, at this stage, the consensus of the region is to only commit until the end of the year pending NPCC budget decisions.
- **North East** - Chief Constables wanted reassurance around the future funding of this initiative and that it would not fall to forces. Reassurance is also needed that prioritisation of operational activity will remain with forces.

Decision: Chiefs agreed until the end of March 2024 only.

Intelligence Portfolio Briefing Paper

Action: Author to liaise with the regions to address and deliver on the following commentary/observations from forces:

- **Eastern** – More technical training resources information required.
- **North East** - The paper does not ask for any decisions, but there are significant implications for policing, particularly around the logistics and costs around accreditation and a review of the National Intelligence Model is a significant piece of work. More discussion is therefore needed around the issues in this paper, rather than it being just to note the updates.
- **London** - The Region agrees that to professionalise is a step in the right direction, however it was felt that more granular work needs to be done on what is in scope/out of scope and the timelines for delivery.
- **Decisions:** Chiefs noted the updates and further information and actions will be provided both within council and through the Intelligence Network. **See session 5 in the agenda.**

AI Concordat

Action: Lead to respond to all regional feedback provided.

Decision: See session 8 in the agenda.

Science and Innovation Coordination Committee

Action: Lead to respond to all regional feedback provided.

Decision: See session 8 in the agenda.

POPS Gold Command CPD

Action: Lead to review points in national working group for reporting back to the September CCC meeting.

Decision: Chiefs noted for awareness of the above changes to Public Order Public Safety improvement of gold strategies and continuous professional development.

Chief Officer Appointments Guidance

Action: Author to liaise with the regions to address and deliver on the following commentary/observations from forces:

- **East Midlands** – Region feels this should be briefing on role requirements, rather than training. How is the training practical for independent members? Fairness statement – the statement from the independent member should not be bureaucratic and should be no more than a couple of paragraphs.
- **North East and South East** - Consensus that the requirement for Independent Panel members to produce a report for the PCC should be removed. This is currently not in legislation, but some Chiefs outlined that this was already happening as it was included in College of Policing processes. There was concern that if left in the new Guidance it would be included in regulatory change which Chief Constables did not support as the role of the Independent Member is to offer an 'independent' perspective not be a 'referee' in the process. Writing of a report should be optional and not mandatory.
- **Eastern** - The guidance appears geared towards appointment to Police Officer positions. Police Staff Chief Officer roles are not mentioned. They need to be as this should be a conclusive document.

Decision: See session 7 in the agenda.

Response Attendance Times

Action: Author to liaise with the regions to address and deliver on the following:

- **East Midlands** – The region believes both urban and rural Grade 1 incidents should have a consistent 20 mins response time across the board. The response times don't take into account forces' geography and so there should also be the caveat that we aim to get to all calls as quickly and safely as possible.
- **North East** - There was consensus that standardisation and improving the response to the public was important, but that agreeing some of these recommendations when they may not be deliverable could be at a huge cost with actual little benefit for the public. Issues raised in particular were around the start point for measurement (when a call is answered), which may

lead to unintended consequences of longer answer times and the cost of ICT to meet the proposed requirements. Concerns around 'league tables' were also raised.

- **Eastern** - Significant concerns have been raised regarding the use of the Govt distinct urban and rural classification. The changes will also cause force analysts substantial additional work. PCCs have a legitimate voice in these decisions and their engagement to date is unclear.
- **South East and South West** - In reality, force systems are different all over the country and grading should be down to individual forces considering local priorities. Through the different forces nationally there could be a wide definition of 'rural'. This also has an unrealistic implementation timeline.

Decision: See session 10 in the agenda.

Session 2 – Agenda for Reform, including Future Criminal Justice Strategy

The Chair welcomed colleagues and outlined the key points for the session. It was outlined a team was continuing discussions with agencies to understand what would want to be seen from an Agenda for Reform. The outlined would welcome broader thoughts on the Criminal Justice Service and what Chiefs would like to see as part of this work.

5 category areas, which the team is exploring so far. These are:

1. UK Policing, being a use case for, and exploiting the very best UK Science and Technology has to offer, to stay ahead of criminality.
2. A workforce fit for the future, with specialists and leadership skills for success.
3. Criminal Justice Reform, with Criminal Justice for the digital age.
4. Much stronger national and regional infrastructure.
5. Resilient funding

Further updates were provided against specific areas:

1. Science and Technology Strategy for Policing in place and a Science and Innovation Committee will soon be stood up with a potential investment for Artificial Intelligence.
2. Need to get beyond the idea success can be measured in uniformed police officer numbers alone. Need to understand the long-term plan for our workforce.
3. Work with government and opposition to understand their requirements and visions for the future and help to inform these.
4. This is linked to point five and needs to coordinate activity at a national and regional level to minimise duplication.

The Chair opened up the room for thoughts and questions, with the following points raised:

- There is a wealth of research to suggest our current Justice System is not best placed for behavior-based crime. It is very good for incident-based crime, but we need a system which can also address behavior-based crime.
- The Criminal Justice System is seen as the police, but it is important to note the independence of the two organisations, with a joined objective.
- The Criminal Justice System should also be able to understand the reason behind offending and be able to make appropriate interventions to reduce crime.
- Local accountability is key across all relevant organisations.
- Needs to be a better understanding of what success looks like in this space.
- Much of the technical infrastructure in policing is end of life and important we begin to move to cloud based systems to ensure we can make use of modern technology.
- One Chief outlined they would like to see a national system which can flex and surge with demand.

- A number of Chiefs agreed the Criminal Justice System needs to be preventative and it is important to be able to articulate what that means and how it can be achieved.
- Highlighted the good work that has been ongoing over the previous months with Crown Prosecution Service and policing working closer together.
- Flexibility on the workforce model and simplifying specific rules is needed moving forward.
- Concerns raised around the pipeline and backlog within the Criminal Justice System.

Action: Criminal Justice lead to write to Chiefs highlighting the current Criminal Justice and Crown Prosecution Service position.

Action: NPCC Criminal Justice team to link in with team drafting Agenda for Reform.

The Chair closed the session and asked Chiefs to send any further thoughts directly to his office.

Session 3 – Head of HMICFRS Update

His Majesty's Inspector of Constabulary and of Fire & Rescue Service (HMICFRS) discussed the Force Management Statements (FMS) and initial observations based on 20 FMS files received. HMICFRS provided feedback about how FMS are being completed and what can be done to drive further improvements. The HM Inspector also discussed impartiality and police inspections.

An FMS is a self-assessment that chief constables (and London equivalents) prepare for HMICFRS each year. It looks at how forces are going to change in the future to meet some of the challenges of future demand and encourages future planning. HMICFRS use FMS extensively to help plan their inspections and as evidence.

HMICFRS Peel Portfolio Director promoted the benefits of secondments to HMICFRS. The Director highlighted the key themes that forces identified as a risk of failing to manage demand in the future. These included issues linked to ICT and high risk concerns around future demand of advancing technology, other digital needs and issues with recruiting and retaining staff with the right skill sets. Forces identified a real high risk concern about how to manage the demand that's coming out of criminal justice issues in the future.

The Deputy Portfolio Director discussed the positive feedback about what forces are delivering well. FMS have significantly improved over the last 5 years. There is also a really good understanding of what changes are taking place in forces.

Areas for improvement include understanding partnership demand. There is also a lack of forecasting and understanding of future demand, especially in preventative areas, such as neighbourhood policing or roads policing. HMICFRS are looking for more information in future FMS with regards to what is available including kit, technology, equipment.

Deputy Director stressed the need for tailored financial explanations showing forces' financial situation and how is that affecting the operational decision making. Is there change that the force cannot afford to make and if so, what are the consequences of that?

HMICFRS will provide examples from better FMS and review the template and guidance. They committed to reviewing the template with practitioners to make any changes and improvements. Guidance provided was that the FMS needs to be clear, easy to read with a consistent structure. This will really help forces understand the challenges, changes needed in the control room and in fleet. Chief Constables found the update useful and asked about automating the process with the use of AI

and Power BI. HMICFRS acknowledged FMS are snapshot in time and decisions can change, but they are interested in the big decisions/changes.

Chief Constables asked about how the information collected from FMS could be used as a national FMS which shows where policing is across the whole country that could then be used as a powerful tool to engage effectively with the Home Office and other partners as to recurring themes.

HMICFRS mentioned that a lot of the FMS is reflected in the state of policing report and acknowledged that it could become a source of national policing document, as long as the quality was right across the 43 forces which it is starting to get there. The HM Inspector committed to discussing it further with the Peel Portfolio Director and Deputy Director to find out if it is possible and how it can be done as it is a massive piece of work which requires working closely with forces and NPCC as HMICFRS collect the information for inspections.

NPCC is also investigating how we extract the analysis of all the FMS, the meaning from an NPCC perspective to help inform working committees, but also to help inform some of the strategic planning activity. NPCC will engage with HMICFRS once a plan has come to fruition. HMICFRS was very supportive of this plan and offered analytical tools and the ability to look at particular themes in policing across all 43 forces.

Chiefs are keen to work together with HMICFRS to make sure that forces get the maximum value in order to deliver the best services to communities and stressed the importance of efficiency. The HM Inspector gave an update on police impartiality which the Home Secretary commissioned the HMICFRS to undertake an inspection on. The HM Inspector will be the Senior Responsibility Officer (SRO) for the inspection and it will be overseen by HMICFRS' joint and national policing inspection director.

The HM Inspector thanked Chiefs Constables for their rapid response to the large document request.

The Home Secretary asked HMICFRS to provide initial updates on the findings in December. HMICFRS will work with the Home Office officials to set the terms of reference of what they're going to examine. This is whether police involvement and support for causes or ideologies that are either contested or have become politicised may be damaging trust and confidence which will be published on the website. That methodology will include a document review, a review of previous HMICFRS reports, case file reviews, interviews of national figures, external consultation and a comprehensive online survey. HMICFRS are also scoping and conducting some analysis of open source on police force and individual social media accounts.

HMICFRS are completely independent and all reports will reflect the evidence that they find. It will not be a political report but an evidence based report and it will have some opinion which all inspections have. The report will identify where HMICFRS think policing is doing well and where they think policing needs to greater ensure its impartiality, if that is the case. The opinions will be given before the final report to ensure that there are a number of critical readers from NPCC who have sight of it and an opportunity to address the points that are raised.

Chief Constables were generally supportive of the update but were concerned about the framing of the issue and the sensitivities within certain communities and staff members. The HM Inspector understood the points and reassured that inspections will be conducted sensitively and reiterated that it's not aimed at any particular group. HMICFRS will examine the whole terms of reference.

Chief Constables were also concerned about the social media analysis, as social media particularly X (formerly Twitter) can give a very distorted picture. Sometimes it works in favor of forces, some accounts target force accounts and amplify issues. The HM Inspector understood the concerns about

social media channeling people's individual thoughts, the different perspectives and trustworthiness of social media. The HM Inspector mentioned that it'll be a part of what HMICFRS look at, and whether any of the issues that have been stated on official police accounts stand up to scrutiny.

It was reinforced that there is an operational implication when incidents occur. From this, sometimes there is political commentary from politicians which can lead to additional demands on policing that need to be properly triaged; the threat, risk and harm. Although there are only a few incidents, they can have a disproportionate operational impact which is also experienced by the corporate communication team. The question was posed about how we get an assessment of that.

HMICFRS will ensure they have lots of focus groups and consult widely. They will interview key people from across the country, including communication teams and other parts of business.

Chief Constables were concerned about the impact of achieving good diversity and inclusion in communities. There was hope the mass inspection would draw out that balance and add to the trust and confidence which is a challenge in policing. The HM Inspector acknowledged that it will be about balancing the needs of all communities. But at the core root of the report will be the question of has police impartiality been breached by the actions that it has taken on any individuals.

Chief constables welcomed a conversation ahead of an independent review and inspection and welcomed it as issues are being caused individually for forces in terms of damaging public trust and confidence. Forces can then deal with the outcome, next steps and how to take policing forward. Chief constables reflected that this was the right time to address issues and take it forwards and that the independent inspection can fully explain the situation that surrounds the issues.

Finally, the HM Inspector raised the issue of a number of forces who either aren't advertising vacancies or people are unable to be seconded due to HR processes or line managers. The Inspector stressed the benefit of having good people at the HMICFRS and the importance of supporting and encouraging those to undertake secondments. The HM Inspector also briefly discussed HMICFRS being aligned to various co-ordination committees to fully understand what is taking place to better reflect that in inspections. HM Inspector lead asked for HM Inspectors to be included in the committee meetings and discussions and mentioned a list of all the inspectors who are designated to the committees. This will produce better inspections and more importantly, it will produce a better understanding of what NPCC and policing is trying to achieve and it will make the system work more cohesively.

Decisions:

- For FMS, it is worth having a consistent approach to analysis for ease of recordkeeping. It is beneficial for all parties to understand the demand, force assets and the changes needed while improving the strategic planning process.
- Overall, feedback was mixed across forces. Some forces use the FMS which always informs their change making process, and know what is the highest risk and where to invest money or where to make cuts. There are other forces still not getting the benefits from an investment perspective.
- The HM Inspector confirmed that there will be no communications or media about the report. It's the Home Secretary's commission, but the report will be determined by the evidence and HMICFRS will report on the inspection.
- Terms of Reference for the Activism inspection with the online survey and assessment will be published for responses.
- Chiefs were encouraged to help advertise and support HMICFRS secondments programme.

- Chiefs supported the continued engagement work with HMICFRS joining on the NPCC Coordination Committees.

Session 4 – HMICFRS State of Policing Annual Assessment

Chief Constable Chair hosted a private session to reflect on the state of policing report, the survey responses, the recommendations as well as the discussion with colleagues regarding inspections and any feedback for HMICFRS.

In terms of the police impartiality inspection, Chief constables mentioned it would be good to think about the position once the findings of the inspection emerge and Chiefs were keen to have one national lead rather than 43 separate voices.

Chief constables also wanted to understand how those forces were selected for the inspection and why were they selected to understand the criteria better. In answer, there is a matrix that HMICFRS use, looking at whether Police and Crime Commissioners' (PCC) are red or blue, so that it's proportionate and balanced and HMICFRS also look at when forces were last inspected and other inspection activity that is taking place. Chiefs still thought it would be useful to have some transparency around that matrix.

Chiefs questioned whether HMICFRS will also consider the PCC's social media presence which sometimes has an equally damaging effect on public confidence. Chiefs pointed out that the inspection will be evidence led and where the opinion doesn't follow the evidence then it should be flagged.

Forces found in X (Twitter) posts, a very small proportion were actually UK based. A large proportion were American. There were estimates that around about 40% of it was bot generated. If HMICFRS are going to take a snapshot from social media, Chiefs were concerned about the demographic and how much is actually people and how much is automated/bot generated.

Chiefs are grateful good practice is included for all thematic inspections, but there was concern if there is information which can identify a particular force, then the chief constable of that force would be called out for that particular bad practice when it may not be the case. Chiefs were keen to ask HMICFRS that information is anonymised as much as it possibly can to ensure that no individual chief or force is singled out and a target of the political fallout from the impartiality inspection.

Chiefs were concerned about time scales and how quickly the inspection will take place, because it does not seem like there will be sufficient time to engage with communities especially if trying to understand the impact on community confidence. PCC's also have a different perception of community and which community matters. It was reiterated that this is such a significant question and the public are interested in the answer, including trust and confidence so the time scale is too short and exceptionally challenging. There were thoughts about whether the time scale can be influenced and extended and fed back to the Inspectorate.

There was a bit of concern over the open source search. Going beyond one click starts to become an investigative process. What is the level of open sources that's being evaluated and what mechanisms are HMICFRS using? If it is people then that designs bias into the system, if it's processes, and using some of HMICFRS tools in order to monitor sentiment on social media, then that's probably more relaxed. Chiefs are keen for HMICFRS to look at other channels beyond X, such as Facebook and Instagram as the other channels target very different members of the community. As a policing community, there is a lot of outreach on Instagram and Facebook to try to gain confidence with women as a community group. Social media shouldn't be distorting the way that policing progresses. Chiefs asked how many investigations are HMICFRS doing through open source? And is it confined to the one click or is it going further than that?

With regards to the inspections, these are complex areas of policing that are significant and very damaging depending on the outcome of the report. Chiefs asked what will the quality of the inspection teams be? Will the inspectors understand the issues and the challenges in terms of their ability and quality in general which are really complex issues. What will the findings mean in terms of reports? Chiefs trust that they can shape some recommendations and work together well with HMICFRS to understand concerns.

Chiefs moved on to discuss the state of policing report and the recommendations. There is a significant amount of research about the benefits of stop and search as it has crime prevention and crime reduction effects. But it can have negative health and well-being effects on how it is conducted. In comparison to other policing interventions like hotspot policing, for example, it's not as effective in crime reduction and crime prevention. HMICFRS are looking at the fair and just implementation of stop and search. HMICFRS will draft how that will look and what any funding request to the Home Office for that additional stop and search research would look like.

The next recommendation focused on the inspection of services delivered by PCC's. There was a lot of feedback from association police crime commissioners pointing out that the responsibility for some of the areas that HMICFRS were interested in inspecting actually fall within the remit of the Ministry of Justice (MoJ). The action from this is that HMICFRS are going to agree between the Home Office and the MoJ where these responsibilities lie and who should be responsible for giving an assessment. There were discussions about the financial context about some other functions. It left a question as to the services provided by PCCs that support policing and what is meant by that.

Recommendation 2b is about the power of direction and the legislative difficulties associated with accountability difficulties. Rather than introducing anything new, HMICFRS will look at strengthening the lines of communication between HMICFRS and PCC's if key public safety failings aren't being addressed. HMICFRS recommendation to the Home Secretary would be to use powers of intervention. On 2C this was about giving directions to both the National Police Chiefs' Council (NPCC) as a collective and to the College of Policing. The recommendation has arisen due to a lack of support from NPCC to those forces that were engaged. This will be resolved through better relationships and communication. If necessary, the Home Secretary has got powers of direction, should they be needed, though it would be difficult to direct the NPCC because the NPCC is not a legal entity.

Chief Constable Chair asked what is needed to strengthen from a NPCC perspective. Some Chiefs didn't think any strengthening was required. However, there were some Chiefs that took the opposite view and didn't think the system supported some forces in oversight. Commitments are made, but the delivery doesn't happen.

Some Chiefs wanted comparable information around improving investigations or force contact, and found it difficult to know where to look for that information. Overall, direction is positive, but systemically and structurally, there needs to be more improvement.

The College of Policing is of the view that the current voluntary collaborative approach should continue to be pursued. It's the responsibility of chiefs to identify failings, particularly those that pose a significant risk to public safety and that shouldn't require mandating. The college is keen that an assistance wide approach informs the shape of any directions issued to individual forces including improvements and support from across national bodies.

The capacity in the system to support is limited but there is a need. There was discussion about investment in a system improvement capacity. NPCC are trying to strengthen the system, coordinate the support and identify where it's given or not and make sure that there's good feedback mechanisms in place to follow up.

Recommendation 2D was about the requirements of the departments. All the public bodies and agencies whose support is needed to improve, HMICFRS wants them to voluntarily sign a memorandum of understanding about responding to HMI recommendations.

Now, for example, there's no duty on a local mental health trust to respond to HMICFRS. With a voluntary agreement, it makes the point that their help is necessary to help the force and the service provisions to the public. There doesn't need to be any additional powers or directions. It can collectively be achieved through better communication and relationships.

The final recommendation was about the appointments process. There was a long discussion about HMI involvement in the appointments process, where that overlaps with the college, where the body of knowledge sits and the performance when back in force and how that's picked up in inspection activity. There was a collective agreement to get a broad and deep talent pool and diverse candidates. HMICFRS are going to think about how they can contribute to the system.

The Home Secretary did state the legislation won't be changed. The College of Policing will share the discussion points and report back to the Home Secretary within the next couple of weeks.

Chief Constable Chair asked for experiences to be fed back into discussions with HMICFRS about how inspections are progressing and asked about how the outcome based framework has been implemented and knowledge around that.

Chief Constables discussed a previous Peel inspection which required from the force some improvements which were implemented. However, there was a statement about better outcomes for victims, but not much detail which was raised with HMICFRS, but there has been no response yet. Chiefs do not understand what it means and what needs to be achieved and were concerned how it will impact other forces that are either currently in Peel inspections or upcoming. There is no guidance from HMICFRS which explains what the volumes should be, charge rate, and what would or wouldn't be acceptable as an outcome for victims.

Chiefs had a lot of concerns in terms of the approach being taken by HMICFRS in terms of what good looks like as they are inspecting a snapshot in time rather than where forces currently are especially with different inspections taking place a few weeks apart.

Forces work alongside Crown Prosecution Service (CPS) to make a charge. This issue needs to be resolved because of what work is taking place and when forces are charging. Otherwise, it will become a confusing landscape around how inspections have been done and against what criteria. Charges are a measure of current productivity, not retrospective achievement. Charge volume might be a better indicator of progress within each force than charge rate, which is largely meaningless. Certain details need to be checked if forces are in an outcome-based inspections framework but generally Chiefs are supportive of this framework.

Chiefs were concerned about a consistent trend and there needs to be more context built into the inspections to ensure inspectors understand how individual forces operate, the context and issues so it is not directed out of proportion.

Some inspectors have been basing their assessment on the 2122 framework. But inspectors have now moved to the outcomes-based framework which has impacted on the findings and the gradings and it creates double scrutiny.

Related to the impartiality inspection, HMICFRS are using the London data company to draw information from social media platforms to assess forces; whether it's good, bad or indifferent in terms of performance and to inform inspections. But HMICFRS has discussed social media's unreliability.

Forces have asked HMICFRS and inspectors not to arrive at force inspections with the London data company knowledge. This is to avoid supporting assertions and bias and maintain an independent investigation.

Decisions:

- The key feedback from the discussion is the need for all forces to understand the rules on the outcome-based inspection in order to know what forces are being assessed against.
- Chiefs are going to pick two or three theses across forces that are concerning in draft reports which will be raised with the College of Policing and HMICFRS including charge rates.
- Chief Constable Chair will discuss with HMICFRS in terms of HMI progress, relationships, and future plans.

Session 5 – Crime Coordination Committee

The Chair introduced the session and updated on work that the Crime Committee were leading on which included; assisting with the response to the HMICFRS Activism and Impartiality review, the ongoing review of the Crime Committee, supporting the Finance Committee review and working with Norfolk on the transition of Op Hydrant, TOEX and the VKPP.

Investigations/Reasonable Lines of Enquiry

The lead provided a brief overview of the Investigations portfolio including a summary of recent changes of personnel within the portfolio and some of the areas that leads were focussing on at present.

The lead summarised the background around actionable intelligence, reasonable lines of enquiry and recent dialogue with the policing minister. The lead updated on timescales for the HMICRS national thematic inspection on investigations and the recent call for practice from the College of Policing to forces around positive and innovative practice around inspection and investigation responses. The portfolio were working with forces on the adoption of the updated APP and investigations guidelines. Work was ongoing to encourage forces to review their approach to reasonable lines of enquiry and examples have been provided to the Home Office on what would and would not constitute reasonable lines of enquiry for onward promulgation this to the public. The NPCC lead had been clear that this doesn't mean all crime is solvable and Chiefs have the autonomy to direct resources where seen fit. The lead provided an overview of next steps including working with HMICFRS and the Home Office on how the commitment to reasonable lines of enquiry will be measured.

The NPCC Chair updated that he and the lead planned to write to the policing minister to articulate that the standard inspection framework would be the best avenue to review investigation standards. Chiefs discussed what may be included in future peel inspections and the need to ensure consistency of response and to consider areas including scale, volume and complexity.

Decision: Chiefs noted the update

Action: NPCC Crime Committee to lead on the development of a FAQ/best practice document to provide examples of what is deemed as 'reasonable lines of enquiry' in the more common crime types to assist with consistency and sharing of common practice across forces – to link in with the College of Policing and the ongoing development of their 'Practice Bank'.

Action: The Chair for the Crime Committee to link in with the lead regarding engagement with the HMICFRS on the Peel Inspection process regarding any recommendations linked to 'reasonable lines of

enquiry'

Acquisitive Crime

The lead provided an overview of retail and acquisitive crime and the following areas were covered:

- Overview of serious and organised PND crimes by force and summary of crime drivers
- Key trends seen in 2023 including agricultural & construction equipment, burglary, heritage and cultural property, infrastructure and metal crime, robbery & business crime and vehicle crime
- Summary of Opal work ongoing with international law enforcement agencies
- SOAC performance over 2023
- Retail crime with violence and increase seen in crime figures – appointment of a national lead on shop theft (T/ACC Alex Goss) to work with national business crime centre
- Overview of police operations to target offending – Op Ram (high value alcohol theft), Op Amazon (national theft of tools) and Op Plutus (cigarette and tobacco theft)
- Increase in level of violence seen in 'steaming' offences and the work ongoing with retailers to address this problem and what retailers can do to address this – including engagement with Opal and Pegasus
- Summary of activity moving forwards including reasonable lines of enquiry

Chief Constables noted the update and commented on the following:

- Need to engage with the major retailers regarding their security provision alongside police resources
- Offer from NCA to assist with ensuring offenders are on warnings index
- Need to capture reach across to criminal justice and targeting OCGs, using criminal behaviour orders and recognise the expectations this will set around targeting of shop lifters and implications for police resources

The Chair thanked the lead for the work in this area and updated on recent meetings she had held with major retail stakeholders. The lead updated on the task and finish group to develop a three-page summary on reasonable lines of enquiry.

Decision: Chiefs noted the update and the recommendations for Op Opal and Pegasus to:

- Establish and maintain a single version of threats from SOC targeting retailers.
- Establish an effective process for retailers to develop and disseminate intelligence package to police and industry partners.
- Develop prevention, intelligence and enforcement activity and action plans to target identified offenders.

Action: ****S23****

Action: NPCC Crime Committee with support from the NPCC Criminal Justice Committee to link with the CPS and Criminal Justice partners regarding how to speed up proportionate charging/summary justice processes to alleviate delays in the system including looking at violence/serious crime thresholds etc.

Action: Lead to work with the task & finish group to develop a 3 page document for submission to the policing minister to articulate reasonable lines of enquiry activity that will be undertaken by policing (noting that the retail industry will produce their own 3 page summary outlining their areas of activity)

Serious and Organised Crime

The national portfolio lead provided an update on SOC activity and the following areas were covered:

- National overview – clear, hold, build and some positive areas of work seen.
- SOC local activity including establishment of SOC community coordinators and good progress on work to ensure consistent, high standard local profiles, publication of a SOC toolkit including links to good practice guidance and support.
- Overview of Op Mille phase 1 results and some of the significant operational activity undertaken.
- ****S31****

Chiefs recognised the need to ensure there was no cross over with the HMG immigration agenda and that activity remained intelligence led and focused on organised crime.

Decision: Chiefs noted the update

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Intelligence Portfolio

The lead introduced the item and provided an update on the new code of practice which was issued by the forensics science regulator in March 2023 and will come into practice in October 2023 and compliance must be demonstrated by October 2025. There were a number of implications for policing arising from this code of practice and the lead highlighted the following areas:

- Fire service investigation.
- Analysis of comms data – this will have an impact on the core role of analysts within law enforcement and the College of Policing are working on looking at skills, accreditation and re- accreditation, core competency and CPD in order that Policing can meet the ISO requirement by 2025 – an update will be brought back to a later CCC.

Chief Constables raised the following areas:

- Is there a single version of the truth regarding the national cost of accreditation.
- Need to capture the increased demand on forces.
- Look at potential opportunities arising from data analytical tools and the potential onus on the providers of these tools.
- What are the associated business benefits arising from this.

The lead provided an update on the intelligence APP and updated on changes that had taken place in this area and advised that it was now timely for a review of the National Intelligence Model – this would be progressed at nil cost with support from suitably skilled staff in house.

Decision: Chiefs noted the update and endorsed the proposal to review the National Intelligence Model.

Action: CC Haward to link in with the intelligence lead and Chair of Finance Coordination Committee regarding the national costs of ‘business as usual’ accreditation activity – for inclusion in future spending review processes and the productivity review.

Action: NPCC Strategic Hub team to offer support to the lead in exploring the overall national costs to policing on accreditation activity and associated intelligence collation, coordination and analysis

Forensics Update

The lead introduced the item and advised the session to provide an update on the current state of the marketplace, an update on digital capability fingerprint letter that was circulated to Chiefs and an update from Gary Pugh, Forensics Regulator.

A significant amount of work was ongoing with the Home Office and PDS on digital forensics however this was not yet ready to present on recommendations of the future digital programme. The lead provided an update on the forensics marketplace and the associated gold group which was reviewing issues around ****S43****. Developments were moving in a positive direction and work was ongoing on the development of a strategic marketplace strategy to help assist stabilise the marketplace.

CEO for Bluelight Commercial provided an overview of the marketplace position ****S43****.

The lead updated on the fingerprint capability letter that had been sent to all Chiefs from himself and CC Rachel Swann. The fingerprint capability work had been developed at the request of policing as part of

the transforming forensics work and had been led on by Police Digital Services. The lead updated on the associated finances and the decision by the Treasury to reduce the associated funding for the programme with effect from new year. A letter had been sent to Chief Constables seeking views on how to bridge the funding gap and whether policing want the capability moving forward.

The lead welcomed Gary Pugh, Forensics Science Regulator who provided an update on the forensic science regulations – the following areas were covered:

- The statutory code of practice for forensic science was approved by Parliament and published on 1 March 2023 and comes into force on 2 October 2023.
- Overview of the investigation and enforcement provisions of the Act and the powers of the regulator.
- Update on a FSR compliance survey and an outlines of some of the key findings – including the forensic science activity compliance levels.
- Summary of key priorities for senior accountable individuals (SAIs).
- Update on forthcoming activity including future plans for compliance, monitoring the introduction of the code and improving the effectiveness of statutory regulation including the accreditation process.

Decision: Chiefs noted the update.

Action: All Chief Constables to note the Fingerprint Capability letter that has been circulated and to note the request for approval of funding proposals and for a commitment to continue with the programme.

Session 6 – Chair of the Police Federation Update

Session did not proceed and will be re-organised for a future CCC meeting.

Session 7 – College of Policing

The NPCC Chair welcomed colleagues to the meeting and handed over to the College Director of Leadership and Workforce Development.

The Director provided the following updates:

Chief Officer appointment guidance

Thanked colleagues for their feedback and contributions, with the majority of contributions added to the guidance.

Highlighted further contributions from HMICFRS and PCC's on the appointment of Chief Constables following the State of Policing report, which will lead to further drafting.

Working toward current timeframes to link in with the Executive Leadership Programme to allow any changes to be in place for the end of cohort 1.

No questions were raised.

Action: Highlight changes to guidance at the next Chiefs Council (Dec).

The Director of Op Standards, Public Safety and Risk Portfolio gave the following update:

Vetting

- New Code of Practice published July 2023.
- New code sets out 18 requirement of Chief Officers to ensure effective delivery of vetting.
- The College position on dismissal following withdrawal of vetting clearance has been strengthened following recent case law.

Decisions:

- The revised Vetting Authorised Professional Practice (APP) is currently moving through the College QA process for public consultation before the end of the year and an update will be published on ChiefsNet.
- The APP working group reviewed 90 amendment requests that will be addressed in the revised APP and will be re-published.
- The APP will strengthen the position vetting is a continual process.
- Chiefs noted the College has appointed a vetting assurance manager who will commence their role soon.

No questions raised by Chief Constables.

Code of Ethics Review

Focuses on 3 principles as opposed to the Nolan Principles as the review identified number of language barriers, which are:

- Code of Practice for ethical behaviour.

- Guidance on professional and ethical behaviour.
- Ethical Policing Principles.

Core themes of the Code of Ethics and Code of Practice include:

- Diversity and Inclusion
- Respect and Fairness
- Challenge unacceptable behaviour
- Listening and responding to communities
- The need for continuous improvement
- Reflection and learning
- Openness honesty and candour
- Welfare

The structure of the new Code of Ethics will be two separate but complementary products:

1. **Code of Ethics** - Ethical Policing Principles and Guidance on ethical and professional behaviour.
2. **Code of Practice for ethical policing**

The guidance will use inclusive and positive language to provide clear expectations to staff and will provide a framework to chiefs and forces around institutional and cultural conditions.

In relation to Implementation The College will provide everything possible to forces to assist with the launch and are working towards mid-November and are cognisant of the demands of forces.

Chief Constables raised the following points:

- Highlighted the improvement in the Code.
- Welcomed focus on internal launch.
- Highlighted importance of wording and importance to get the detail correct.
- The lead highlighted further scope for colleagues to raise any further clarification points.

An update was provided by the NPCC Ethics Lead on the NPCC Ethics Portfolio. Updates included:

Portfolio has focused on 6 key areas, which are:

- Launch of the new code
- Data and Digital Ethics
- Build a Framework
- Ethics Committees
- Best practice and knowledge
- Strengthen the Network and SPOCs

The lead then outlined the "ask" to colleagues for the coming months which included:

- Proactively lead the launch of the Code
- Utilise the Task and Finish group, SPOC network and College events
- Implement and embed the Code and Principles
- Maximise the NPCC portfolio
- Optimise Ethics committees
- Capture and share learning

No question of comments raised by Chiefs.

The Chair of the NPCC raised the 4th Entry Route and highlighted the work the College team have been doing in the background. Noted the discussions with government and requested colleges support the College to get this in place. The College Director of Leadership and Workforce Development then gave an update including:

Wrote out to all Chiefs highlighting the features of the programme.

The programme has been designed to provide:

- Flexibility around delivery to be delivered in house
- Is entirely different to other entry routes and does not require entrants to achieve a formal qualification and is work based
- Is designed against the national curriculum to maintain standards
- Designed to enable all training can be completed in two years
- Probation is set on two years and focuses on core role
- Forces have flexibility to influence how candidates are assessed
- There is no academic element or requirements on the programme
- License and Q&A process will support standards
- Decisions on entry routes to be used is down to the Chief Constable
- There should be no restrictions on how recruits progress in the future.
- A summary of core requirements has been released with some forces already advertising.
- Full curriculum and mapping tools in place
- Full programme specification in place to reassure colleagues the programme can deliver.

Further information will be provided to colleagues in the coming week.

Session 8 – Science and Innovation Coordination Committee and AI Concordat (from regional submissions)

Chief Scientific Supervisor (CSA) provided an update on discussions revolved around the AI (Artificial Intelligent) Covenant, a pivotal initiative with far-reaching consequences for policing.

Recognizing the transformative potential of AI in law enforcement. Regions expressed their broad support for AI Covenant that aims to establish essential principles governing the use of AI in policing, with a focus on ensuring legality, transparency, explain ability, responsibility, and accountability.

There was a discussion about challenges related to implementation and training needed to be addressed to fully realize the benefits of the AI Covenant. To tackle these challenges, CSA had a proposal emerged for a task and finish group with its primary mission to delve into the intricacies of implementing the AI Covenant, ensuring alignment with best practices in data ethics.

Chiefs agreed that supporting and signing up to these principles was not just a matter of policy but a moral imperative, regardless of potential implementation challenges. Chiefs looked forward to having worked with the task and finish group.

Another subject of substantial significance was the establishment of the Science Innovation Committee. This committee holds the promise of significantly impacting the way policing engages with science and innovation. It is believed that the committee will represent an opportunity to secure funding for critical advancements in law enforcement, aligning with the government's focus on innovation.

Chiefs voiced their strong support for the committee, it is recognized the urgent need for policing to actively participate in discussions about science and innovation. In particular, to ensure the seamless functioning of this committee, Chiefs agreed that its chair will be tasked with shaping its working practices

and fostering alignment with other coordination committees. Besides that, there is a need of defining clear objectives and devising a framework to measure outcomes was essential to ensure that policing optimally utilizes its resources and time in discussions related to science and innovation.

Decisions

- Creation of a Task and Finish group to address any concerns of implementation.
- Agreement of the proposed direction of a Science and Innovation Coordination Committee establishment and the role of Coordination Committee Chair to be recruited through fair competition.
- There will be ongoing discussion with the police minister about short-term AI investment.
- Chiefs expected to have more work with task and finish group.

Session 9 – DDaT Coordination Committee

The NPCC lead introduced the presentation by stressing the significant threat posed by cyber through routes such as organised crime and hostile states, ****S31****. The lead highlighted the public’s lack of trust in the Police to handle data as evidenced by data breaches in forces, particularly the recent incident in PSNI.

The lead laid out steps taken by the Cyber Security Centre to aid in this fight. They were:

- Implementation of the SIAP process that measures cyber security across forces and helps to identify vulnerability gaps so that work can be done to ensure security.
- Evolution of the National Management Centre (NMC).
- ****S31****
- Development of a new Cyber Security strategy to allow proper training and accreditation and also described how policing and PDS are going to work together.

Lastly, the lead asked for all forces to support the work of Police Digital Service (PDS), NMC and Cyber Services by signing up to the national objective and overcome any territorial issues.

****S31****

PDS then discussed with chiefs the following points on Collective Responsibility:

- The challenge is how we defend against a potential foreign cyber adversary whilst rebuilding trust and confidence from the communities we serve.
- ****S31****
- ****S31****
- ****S31****
- Building Organisational Cyber Resilience is included in this, as it is part of the National Government Cybersecurity Strategy, ****S31****

- The outcome of the consultation mentioned in the slide will be presented as a final proposal in December for an NPCC Cyber Security strategy that will demonstrate how policing will respond and deliver against the national capabilities.
- This strategy will cover the following issues:
 - Developing and understanding the cultural awareness
 - Leadership priorities
 - Investing in teams to ensure they have the right skills
 - Adoption of collective processes.

The PDS lead then finished the section and offered assistance and information around information security, cyber security, the work the team is undertaking and the wider services offered. The PDS National Management Centre Director then updated on the following:

- The holistic view and understanding of threats offered by the NMC means that it can share and disseminate information and proactively defend critical networks and systems in a coordinated manner and on a national level.
- An additional but pertinent Key Event that was not on the slide was discussed and that was around Digital ID where the UK's largest Digital ID supplier was hit by ransomware. The NCS needed to understand the impact to national policing but the task was made difficult by the victim not talking to the NCS. The existing knowledge was that only two forces used this form and, therefore, the risk was deemed as low. However, intelligence was then received to suggest more forces had been impacted and a large amount of data extracted, which prompted a response from the Policing Minister and the Home Secretary. This highlighted the need to know the organisations we are doing business with and do full due diligence before sending both staff and public data on.

- **S31**
- A similar level of support was then offered to any force hosting any big event in the future.
- **S31**
- **S31**
- **S31**
- **S31**
- **S31**
- **S31**
- **S31**

****S31****

The next point raised by chiefs was about responsible victims and the big firms that work with law enforcement who do not report cyber incidents early and cooperate with law enforcement. Therefore, for those firms that act early and cooperate, we need to use them as an exemplar of good behaviour and support them where we can. For those who do not, contracts and commercial processes will need to be looked at to protect ourselves in the future.

The lead Lastly, urged forces to be ruthless in disposing of technical debt and out of date operating systems as these are clear vulnerabilities and could make threat detection practically impossible.

****S31****

With no further questions, CC Stephens brought the session to a close.

Decision: National Digital Strategy Refresh will come to the January CCC meeting.

Decision: Welcome and open invite extended to all chiefs to visit the NMC.

Decision: Q3 Cyber Threat Trends going out to all forces.

Decision: PDS team with the lead will review mandatory training with the College of Policing going forwards.

Session 10 – Response Attendance Times (From Regional Submission)

The paper has gone out and Chiefs have been given a chance to give their feedback which has resulted in some items to go to consultation and visits with the APCC, HMICFRS and Home Office.

The portfolio has made a lot of progress in a short space of time. The ask is for forces to support recommendation 1 whilst more time is required to work on the rest of the recommendations which will be discussed at CCC in due course.

Recommendation 1- This is the consistent measure for nationally graded response times on receipt of call. It is done on receipt of call due to public expectations as this is how members of the public would describe the journey from the first point of contact. This links with contact management, end to end process, opportunities for continuous improvement and there are benefits for a swifter response in terms of public safety, CJ outcomes and public confidence.

There have been some concerns about the feedback about thrive and what will happen to it. There are 13 forces who are doing this on receipt of call with no issues. Thrive is not compromised.

Decision: Chiefs supported recommendation 1 whilst more time is required to work on the rest of the recommendations which be brought back as a proposal at a future CCC including timescales and costs.

National Standards

Topics discussed were target attendance times, the distinction between urban and rural and classification of these terms.

The APCC want locally decided targets and requested that the NPCC push back on the HMIC request.

Should there be differentiation between urban and rural? 16 forces currently having these distinctions in place.

Some of the concerns raised by forces were around league tables, rural/urban variation- how can we justify different levels of service?

There is work to be done on IT costs and looking at the science behind the targets.

There are also the timescales which are thought to not be achievable. There is the need to get recommendation 1 over the line for consistent measures, nationally graded response times from receipt of call. Following this there would be more work to be done on the timescales for the support of recommendation 1 and the other recommendations.

The NPCC Performance Management Coordination Committee (PMCC) offered to assist with the standardising of data task and to help work alongside this piece of work.

There was a discussion amongst Chief Constables about nationally agreed response times and the 15/20-minute split between urban and rural areas as well as the rationale behind those times.

Chief Officers discussed the need for consistency in terms of league tables, some forces are a real patchwork of urban and rural in terms of geography and the suggestion to go to the longer response time of 20 in these forces would be preferred. The issue of the classification used for urban and rural was questioned with some areas defined as rural which would be viewed locally as urban.

There were also concerns about the cost as the financial implications for this work haven't been costed out with a lot of work with boundaries and configuration.

Session 11 – NPCC Future Financial Planning Review

The Chair for the NPCC Finance Coordination Committee introduced the session by giving a recap that the NPCC is in a holding position where all forces contribute 0.13% of their NRE into the NPCC budget but where the all of the reserves held were reduced significantly in order to balance the budget. So now a new reserve strategy has been put in place as reducing reserves is not a long term solution. It will happen in this financial year, if necessary, but this will not be possible from financial year 2024/25. In addition, the 0.13% contribution will remain.

The lead then had a presentation put up and the next points are in addition to what was already displayed on the slides.

For the slide showing the NPCC Operating Budget 2024/25 Funding Bids, the lead explained that some of the bids show a significant increase in allocation from the previous year but this was due to them being reduced down as they had to be supported by the use of reserves. He also pointed out that the requests highlighted in yellow were new requests received and the ones highlighted in blue are requests where there is no option but to fund, although ways to reduce costs for these will be looked at.

The lead pointed out that there is no criticism of any of the work being done by the groups requesting funding but, after preliminary investigation, it was clear that the rules around how to use an operating budget need to be clarified. For example, some forces charge an administration fee for hosting these functions whereas some do not and there are also variations in the fees charged. However, although the preliminary work has been done, more information needs to be gathered to make recommendations as to the rules and, therefore, the proposals listed in slides 4 and 5 were made with Proposal 3 being the main one.

With reference to Proposal 3, the lead stated that a group of four Chief Financial Officers (CFOs) from across the country have volunteered to spend a day scrutinising the bids, particularly around items like the administration fees, so that a more complete recommendation can be made at the next CCC in December. In addition, once this process has been applied to all of the bids, a one page summary document for each bid will be prepared, which will then allow Chiefs to provide feedback as to the level of support for them. This is because the lead believes that it should not be the Finance Committee who determine whether they should be funded or not.

In summary, the lead stated that the only things he was asking for agreement in today's meeting were as follows:

- Continuation of the 0.13% budget cap
- No underspend to be used this financial year
- Assistance from those in receipt of funding on how the budget should be used
- Authorisation for the top 6 funding bids (those highlighted in blue).

Chiefs then discussed NRE with Cheshire Constabulary chief making the following three points:

1. As Cheshire has a recruitment freeze and are looking at redundancies, should there not be a recruitment freeze on the NPCC Central Function?
2. How were some of the bid figures arrived at and should they be revisited and reviewed, for example the funding for the Police Race Action Plan (PRAP) that comes to an end in 2024?
3. As a point of principle, the expectation should be that if you are an NPCC Committee Lead, the staffing costs should be absorbed within your own force and not provided by the Centre, unless there is an exceptional national demand.

The lead first responded to the third point by stating that, as part of the CFO review, they will be drafting a template grant agreement for all the funds allocated that will contain principles including a cap on admin fees and what forces should be absorbing as costs; this should then be common across all areas of spend.

With reference to the funding, and particularly the PRAP, they will be contacting each budget holder to gain clarity as to how long the funding is going to be required moving forward, as the operating budget is picking up. The lead gave the Wildlife Crime Unit as an example as something that has been running for years with permanent staff so full openness and clarity as to where the money is going will be needed.

The chief from Cheshire Constabulary replied that, with programmes that are agreed as time-specific, a clear exit strategy needed to be set to deal with staff concerns and any political elements. The lead agreed with this point and this will form part of the recommendations that he will bring to CCC in December.

Chiefs then asked, as part of the review panel's work, that they ensure they look at the value and value added to policing of the programmes, particularly when considering extending them. In addition, and

with reference to the PRAP, she believed that this needed to be debated in full at the next CCC to discuss the advantages or disadvantages of discontinuing it.

In response to the first point, the lead stated that the CFOs will be looking at the accounting of programmes, how the bids are structured and taking into account efficiencies and shared economies. Then the decision over which requests are supported will be given to Chiefs with the opportunity to given to budget holders to set out and underline the value that each of the programmes brings to policing as part of the summary document.

Chiefs supported the proposals but asked that the consequences of reducing or ending funding are taken into account in terms of the impact to the home force who may have no influence in the decision. The lead agreed with this and answered that he ensured that when the CFOs do the financial due diligence, they will have an understanding of what any redundancies and pension strain might be, although it may also be that the previously mentioned budget underspend could be ringfenced to cover this so that the costs are not borne by one individual force.

A number of chiefs then voiced their support of the lead's proposal but suggested that annual review stages and milestones needed to be built in to see how the programme is progressing against its aim and purpose. The lead replied that a discussion needed to be held to see how the Hub could assist in the both continuous and yearly monitoring and review of the programmes. The NPCC Chair added that a problem with this is getting the staff into the Hub and its long-term funding so he is in consultation with the Home Office about the sustainability in funding due to the importance of the work the NPCC do for the future of policing and the current struggle to deliver them.

A number of chiefs asked about the procedure for dealing with the bids that did not come in the top 6 on the list. Would the decision, as part of the review, be start, continue or stop and would it consider the size, scale and ambition of the project, particularly as the budgets might be limited by the cap on the NRE? The lead suggested that the review of documents would summarise what had been delivered and what was intended to be delivered but that it would be a collective decision of Chiefs to decide on the future of the programme. Some chiefs asked, for all of the programmes, that other ways of funding, staffing levels, reducing admin costs or ways of working are considered before the decision is made as to which programme to fund. The lead in reply, made the point that many of the functions also receive outside funding from other sources and this makes it more complex but said that he will ensure the information that comes out takes all this into account.

Decision: The four proposals had received support from chiefs.

Decision: An all-chiefs meeting will be held for Academic research into the disproportionate use of Taser

Session 12 – Diversity, Equality an Inclusion (DEI) and Operational Effectiveness

Decision: Chiefs noted the update.

Decision: Chiefs would review the application of suitably qualified staff for secondment opportunities to PRAP as part of the National Operating Budget once presented in the December CCC meeting – see session 11.

Decision: An all-chiefs meeting will be held for Academic research into the disproportionate use of Taser

Session 13 – Workforce Coordination Committee

Strategic Workforce Lead (SWL) started with an update about the progress made in collecting data on reasons for officer resignations, that most of forces are now able to provide such data. This improvement in data collection signifies a significant step forward.

There was a strong support for a data framework aimed at understanding the reasons behind attrition more deeply. It promises to offer granular insights into the factors influencing officers' decisions to leave the force.

There was concern about the retention of detectives within the police force. To tackle this, an in-depth investigation has been initiated to understand why entry-level detectives are leaving the force at a higher rate than in previous years. An action plan is now in place to examine the inconsistent use of incentives like variable pay, especially in relation to taking exams. A proactive initiative is currently in progress to comprehensively understand the reasons behind early pension opt-outs and provide officers with better support and options.

Next, Chiefs were provided with updates on the Home Office dismissals review and related matters.

During a comprehensive review of 76 pieces of literature, there was a focus on enhancing public confidence and improving the efficiency of the system while granting Chiefs greater influence over employee matters. It was recommended for an introducing of a rebuttable presumption and dismissal for gross misconduct, creating a new list of bar defences for certain offenses, and implementing a presumption of fast-track hearings for former officers.

Empowering senior officers, particularly A/C CS, to oversee fast tract proceedings was endorsed. Panel composition was maintained with three members, chaired by senior officers, and including legally qualified members and independent appointees.

Chiefs were then granted the right to appeal, emphasizing accountability. The decisions made reflected a commitment to balance, higher standards, and efficiency in the system.

There was also a discussion about statutory requirements for holding and maintaining vetting levels. This change allows for the potential dismissal of individuals who fail to maintain the required vetting level. Additionally, efforts were being made to streamline processes, particularly regarding Regulation 13 guidance on the discharge of probationary constables. It is believed that refining these processes could make it easier to terminate the services of certain individuals.

Next, there was a discussion of resource allocation. It was an urgency of accelerating work aligned with upcoming activities. There was a proposal to allocate approximately 67K from underspend funds to sustain a crucial position until the end of the financial year.

Chiefs agreed that this allocation would not only ensure the success of vital projects but also optimize resource utilization.

Meanwhile, a question was raised about the level at which certain decisions could be delegated down. In particular, the authority for certain decisions, such as chairing hearings, was discussed. It was suggested that Assistant Chief Constables (A/C CS) could be delegated this authority, and there will be work on a training course to ensure that individuals are equipped to handle these responsibilities effectively.

Addressing the challenges of this, Chiefs expressed a willingness to contribute to the improvement of the process and development of solutions by doing collaboration and having support from individuals who had experience in chairing Regulation 13 hearings and were familiar with the processes related to misconduct and dismissal decisions.

Decision

- The need of a training course organised to support on delegating authority.
- Chiefs wanted more of collaboration and support from experience individuals in chairing Regulation 13 hearings.

Moving on, the meeting focused on the implementation of the pension remedy within the police scheme. Key topics discussed included the status of implementation, member experiences, actions for Chiefs, delegating decision-making, timelines, and available resources.

First, Head of Police Pensions provided an overview of the status of implementing the pension remedy and the challenges faced due to the complexity and changes in legislation.

Chief mentioned concerns raised by the Superintendents Association regarding member experiences. It was proposed that individuals currently undergoing the pension process share their firsthand experiences. This initiative aims to pinpoint specific areas for improvement and enhance overall member satisfaction.

Besides that, there was an outline of actionable steps for Chiefs to navigate the complex landscape effectively. These steps include assessing readiness for changes, active engagement with the Scheme Managers Steering Group, and liaising with regional representatives to ensure a coordinated effort. Therefore, it was necessary having streamlining decision-making processes by establishing a single scheme manager structure, enhancing governance, and ensuring proper resourcing. This approach aims to manage the pension scheme more efficiently and consistently.

Chiefs also highlighted the availability of valuable resources and information on the police pensioninfo.co.uk website. Notably, a pension calculator is accessible to help members understand and compare their pension schemes, providing clarity and support.

Finally, there was a discussion regarding the timeline for implementing the remedy, with a focus on those retiring after October 1st and the 18-month period for providing remediable service statements for those who have already retired.

Decision:

- An advice to check with regional representatives, assess readiness, and stay engaged with the Scheme Managers Steering Group.
- Ongoing coordination efforts for a single scheme manager function, which will be discussed further with Chief Financial Officers (CFOs) and reported to CCC in the future
- Funding discussions for the proposed single scheme manager function will continue.
- Ongoing work to coordinate efforts for a single scheme manager function was discussed, with the aim of reporting to Chiefs Council by December.

Session 14 – Violence against Women and Girls (VAWG) with Operation Soteria

Decisions: Chiefs agreed the following:

- All forces agreed and adopted the RASSO National Operating Model.
- All chiefs supported working with the College of Policing to achieve 2000 specialist rape investigators by April 2024, that all will adopt the new SSAIDP process and there is support to ensure all Heads of Public Protection complete the course being developed.
- All chiefs supported the implementation of the one-day rape responders training.

Action: Chiefs supported having a wider VAWG discussion at the December CCC meeting with recommendations and delivery of framework for the next three years.

Session 15 – Review of Productivity in Policing (Open Session)

The NPCC Chair welcomed colleagues to the meeting and handed it over to the Productivity Review Lead.

The lead outlined the report that is being finalised and wanted to highlight recommendations. Outlined it is not possible to share the report until mid to late October as it will be shared with the Home Secretary.

The lead thanks colleagues for the collaborate approach taken to this work. Highlighted the recommendations which fall under the following headlines:

- **Data:** Cross cutting data across numerous business areas. The aspiration is to create a data hub which will sit within the College of Policing which will pull together data. Workforce Committee and Mental Health Portfolio are supportive.
- **Evaluation:** Found lots of good projects and change in forces however, the evaluation of these projects is not always carried out effectively. The view is to standardise this across forces.
- **Recommendations:** Consider impact on forces. Cost vs effectiveness and consider ability of implementation on force. This will help to narrow and focus recommendations.
- **Mental Health Barrier:** Recommendations will be clear to evaluate, monitor, update and brief the Home Sec and Minister twice in the next 12 months to understand progress against roll out of RCRP implementation across forces.
- **Home Office Counting Rules:** As above regular reporting required to Home Secretary.

Phase 2 recommendations:

Potential phase 2 recommendations fall under the following areas:

- **Workforce**
 - Improve productive use of restricted officers and staff.
 - Sickness management and absence management is addressed in the best way
 - Training - costs and benefits of training
 - Strategic assessment of workforce can be more future focused.
- **Technology**
 - How to resource innovation with increased funding. Science, Innovation and Coordination Committee will be key in this space.
 - Highlight the important role of the Home Office in the development of new solutions.
 - Workforce solutions for key skilled individuals.
 - Force Management statements, how forces value tech to run an efficient and effective police force.
- **Model Process**
 - Further roll out of the Model Process over the next 18 months.
 - Additional process added around case file quality and process.
 - Concern around burden of completion of productivity survey - and will ask to simplify process.

- **Best practice**
- Investment case developed on endowment funds.
- Strengthening of future spending review bids.
- National Community Safety Board would be important to implement.

Policing Productivity Team will be recommended to continue to monitor recommendations and work across four further areas for exploration:

- A) Missing people
- B) Custody
- C) Artificial Intelligence
- D) Restricted Duties.

Chief Constables raised the following questions:

- Important to expose barriers to policing.
- An optimal workforce mix would look like, and it is important to understand and appreciate the optimum Officer and Staff ratio.

Session 16 – Review of Productivity in Policing (Closed Session)

Chief Constables discussed the points raised in the previous session and talked through communications around the plan and key points they wished to highlight. As follows:

Communication around release
Key Points wish to highlight
Any requests wish to make

Work with partners, keep head above water, investment is still required around this.
Tech investment requires capital grant which no force has. Affordability angle and share West Yorkshire Police concerns.

Not all recommendations are within our gift and working against employment legislation.

Any other Business

No other business was recorded.

DATE OF NEXT MEETING

The next full CCC meeting will be held on **6-7 December 2023**.

Chief Constables' Council

Title: Police Race Action Plan - Improving Policing for Black People

6 December 23/Session 1

Security Classification	
Documents <u>cannot</u> be accepted or ratified without a security classification in compliance with the Government Security Classification (GSC) Policy (Protective Marking has no relevance to FOI):	
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Author:	CC Gavin Stephens, T/DAC Dr Alison Heydari (Programme Director)
Force/Organisation:	NPCC
Date Created:	24/11/2023
Coordination Committee:	N/A
Portfolio:	Police Race Action Plan
Attachments @ para	
Information Governance & Security	
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1. Purpose

This paper is to provide an update to council members on the progress of PRAP.

2. Recommendations

- 2.1 Chief Constables are recommended to:
- a) Note the update provided.
 - b) Continue to support the application of suitably qualified staff for secondment opportunities as well as attachments to PRAP as summarised within this paper.

3. Update on Progress

Chief Constables are advised of the following:

- 3.1 **ISOB Annual Report and Recommendations**

The ISOB Annual Report Public Feedback Event was held on Thursday 9th November and was attended by the PRAP SRO, Director and Central Team. Updates were provided to the public and stakeholders on the work being carried out within PRAP.

In August 2023 ISOB published their report, giving seven thematic and seventeen workstream specific recommendations to improve its delivery.

All workstream specific recommendations were accepted in full.

All thematic recommendations were accepted in full with the exception of one which was accepted in part regarding the restructuring of PRAP. This is due to the following:

- The hierarchical structure of PRAP, has potential to promote clarity, efficiency and collaboration. Given the hierarchical structures within policing we need to work within existing structures to implement change. This means using the National Police Chiefs' Council (NPCC) structure of committees and sub-groups to implement actions coming out of PRAP.
- The NPCC Chair chairs a national Gold Group on standards, which is now being broadened to include the cultural reforms necessary for long term change. This will allow an opportunity for PRAP, through the Programme Director, to influence and advocate for anti-racism approaches across other projects and programmes, by being part of the national group.
- Ongoing work is being undertaken to ensure those who are responsible for delivery of PRAP are genuinely dedicated to anti-racism work and are adequately supported and resourced in that work.
- We will ensure every member of the team on the Programme is valued - looking at continuing professional development, routes to progression and wider development, ensuring there are clear lines of communication and methods to voice ideas and concerns.
- Discrimination of any kind will not be tolerated.

3.2 PRAP Phase 1 Review

The PRAP team held workshops during October to review the actions and priorities. Criteria was established based on what could be delivered by 31 March 2024

- The work will increase trust and confidence for Black people
- Can deliver a tangible output by March 2024
- Sustainability in force
- Identified as an ISOB recommendation.
- Phase 2 dependency

A matrix was created to allocate actions to appropriate phases:

- Do now (phase 1)
- Do next (phase 2)
- Pause: undertake a review to ensure clarity on requirements, outcomes etc. before adding back in to Plan
- Allocate: work with forces and NPCC leads to lead on actions

A PRAP Roadmap was developed to show the key milestones and progress that will be delivered against the Plan for the next 6 months.

3.3 Recruitment and Resourcing

a) Significant progress has been made to fill vacancies in key roles. The following roles have been filled:

- Personal Assistant to Director – Secondment commenced
- Comms Manager – Secondment commenced
- New Delivery Lead – Secondment due to commence on 4th Dec 23
- x2 Personal Assistants - Onboarding in progress. No start dates
- Strategic Lead Comms – Onboarding in progress. Due to start 26 Feb 24
- Business Support Officer – Onboarding in progress. No start date

b) The following roles are still vacant and are currently advertised or due to be imminently:

- Data and Performance Strategic Lead
- Business Change Manager (4 month attachment)
- Business Change Manager (Fixed secondment)
- PRAP Workstream 2 Coordinator
- PRAP Project Manager

c) External Support

PRAP has had a number of colleagues within force, CoP and NPCC who have offered their time and support to the programme, this support is confirmed as:

- Volunteer support from MPS to support recommendation review
- Expertise from MPS for Benchmarking, Force Readiness and Maturity Matrix
- Business Change and Improvement Team, College of Policing – Support on development of Maturity Matrix and Force Readiness
- NPCC Strategic Planning and Performance Team – Support to Data and Performance
- MPS Centre for Data and Analytic in Policing (CDAP) – Support to Data and Performance
- NPCC Workforce Data team – Support to Data and Performance

d) Attachments

PRAP is looking for dedicated and skilled police officers/staff from forces to work on attachment to the central team for up to 3 months to share their skills, support specific pieces of work within the Plan, and benefit from CPD opportunities. They would have the opportunity to support the 4 workstreams. Details have been advertised on Knowledge Hub. Interested parties should contact the Director's Staff Officer and be supported by their force.

4. Recommendations

Chief Constables are recommended to:

- a) Note the update provided.
- b) Continue to support the application of suitably qualified staff for secondment opportunities as well as attachments to PRAP as summarised within this paper.

Dr Alison Heydari
Programme Director

Chief Constables' Council

Celebrating and Protecting our Police Heritage

6 December 2023/ Agenda Item: Regional – Session 1

Security Classification	
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Author:	Corinne Brazier on behalf of ACO Pete Gillett
Force/Organisation:	West Midlands Police
Date Created:	30 August 2023
Coordination Committee:	Local Policing
Portfolio:	Police Heritage
Attachments @ para	3.2
Information Governance & Security	
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https://www.gov.uk/government/publications/security-policy-framework/hmg-security-policy-framework#risk-management	

1. INTRODUCTION

- 1.1 Police Heritage is one of the most significantly underutilised engagement assets available to police forces. It provides countless opportunities to connect with communities in new and innovative ways; gives serving officers a sense of belonging and the context of the organisation they work in, and ensures we never forget the sacrifices of those who have gone before us. Police heritage is also important in reflecting wider societal and cultural trends and hence is an important part of the heritage of local communities.
- 1.2 The links between police heritage, other portfolios and national policing programmes, including, the Police Race Action Plan (PRAP) and Violence Against Women and Girls (VAWG), is significant and wide-ranging, to help build trust and confidence with our communities. Our legitimacy depends on being open and honest about where we have come from; the things that have gone well and those that haven't, with the ability to clearly articulate the journey that we have undertaken, and describe the positive changes that we have made, to help strengthen engagement and support positive outcomes for the communities that we serve.
- 1.3 The following paper aims to highlight the value of police heritage, and outlines a number of examples of where heritage has been used by forces to enhance engagement and connect with the public, to support force initiatives. The paper sets out a number of proposals that are designed to help strengthen our approach to protecting our police heritage through effective management; and seeks to gain the commitment from Chiefs to support the creation of a National Police Heritage Strategy, to set out a clear vision for the service, to help forces celebrate and utilise their heritage, in a meaningful way.



2. BACKGROUND

2.1 Currently, UK police forces manage their heritage in a variety of ways. These range from dedicated museums, which are directly managed by the force with paid staff; museums that are separate to the force and run as a charity with either paid or voluntary staff, and with varying levels of involvement with the force itself, and forces with no museum at all. A number of forces charge for entry, whilst others don't, and some are restricted by the size of their premises, limiting their ability to both store and showcase their assets. There is however a common and shared goal in terms of a commitment to preserve and celebrate the heritage of their police force; using it to engage with the public to build relationships, and in a number of cases, inspire the next generation of police recruits.

2.2 A museum is a desirable, but not an essential part of managing a force's heritage. Some forces are successfully managing their history with limited storage and display space, and capitalising on the energy and passion of volunteers.

2.3 Below are a number of positive examples of where Police Heritage is currently being utilised and evidenced by forces:

2.3.1 As part of their learning, student officers have a planned visit to the museum to learn about the history of the organisation they are joining, to gain a context of policing the local area. At least three forces reported on having positive outcomes and gained good feedback from both students and course leaders.

2.3.2 Heritage displays at pre-arranged events such as open days, engagement events, awards ceremonies, recruitment fairs and new officer swearing in ceremonies, provided opportunities for the public to speak to staff and volunteers about the force's history, resulting in individuals pursuing a career in policing.

2.3.3 Young offenders or young people at risk of exclusion from school, visited the force's museum and were able to gain a different perspective on policing, challenging their perceptions by seeing the police as 'real people', and learning more about the impact of their life choices. The visits gained good feedback from participants and youth offending services staff.

2.3.4 Heritage collection on display at HQ (cabinets and display boards) with officers noticeably spending time to read displays and make comments about how important it is to share their stories; with officers reporting on the positive impact on their wellbeing, a sense of belonging and a feeling of being part of something bigger.

2.3.5 Police heritage posts on social media or websites achieving noticeably more engagement than generic force social media posts. Specifically, in relation to historic events, but also in relation to activities taking place at the force's museum. History pages also receiving twice as many visits as the generic force website pages.

2.3.6 The force's history group preservation of case notes and materials from original investigations, which allowed the force to successfully bring about a prosecution.

2.3.7 A number of forces reported that interaction between museum volunteers and 'auditors' (members of the public who travel to different police stations to film the reaction of police officers, usually with the intention of showing them in a negative light) had resulted in positive footage being shared and viewed many thousands of times.

2.4 There are also notable examples where the management of heritage can be improved, to maximise opportunities and minimise the risks to forces. These include:

- The ability to provide evidence for major enquiries; contribute to large scale public enquiries, or review new evidence in cases, due to the lack of a robust archive management system.
- The effective management of historic records and artefacts to ensure they are utilised effectively.
- The enabling of access to force heritage to make it openly available to the public, and support force engagement with the involvement from members of the local community/partner agencies by utilising retired police officers, staff and volunteers.

- The use of police heritage to engage with seldom heard communities, to celebrate shared histories, to advocate policing in a positive way, that fosters positive relationships, builds bridges with communities and shows a different side of policing.

2.5 There is considerable overlap with some of the work of police records management teams, relating to police records that have reached their operational lifespan. Until recently, with the publication of the APP on Archiving in the Public Interest, there was no explicit requirement for forces (other than the Metropolitan Police, who previously came under the Public Records Act) to permanently archive records of historic significance. It has been assumed previously that the disposal element of review, retention and disposal is the final action required in relation to records, which has ultimately led to many records of historic significance being disposed of after they have reached the end of their operational lifespan. The APP requires forces to proactively identify records suitable for permanent archiving and ensure the public can access them accordingly. The Heritage Portfolio have been working closely with the Records Management community to develop and deliver this APP [Review, retention and disposal | College of Policing](#).

2.6 Several forces have recently started to explore how they utilised their heritage more effectively, with projects underway to look at different options and governance models. However, it is evident that the strength of a good heritage offer is dependent on the force having a clear and sustainable plan, that articulates what they are looking to achieve; with robust systems and processes in place, supported by an appropriate level of resourcing.

2.7 Challenges also occur when museums are dis-established, resulting in a significant impact on the trust with the local community and retired officers, who are often core museum volunteers. In addition, the subsequent improper management of information and assets i.e. poor storage and the disposal of items including records of historical significance and considerable engagement value; the loss of a museum (or even simply a collection), limits the ability for people to understand how the force has developed and improved, and why things have changed or evolved, the implications of which would be costly to re-establish, research or replace – if possible at all.

3. SUMMARY OF PROPOSAL

3.1. Through the examples provided, the paper highlights the value and benefits that can be realised if there are plans, systems and processes in place for the effective management of heritage. There is no financial obligation requested of forces in terms of the paper, however it is recognised that there is a cost to forces in terms of enhancing their force heritage offer i.e. introducing the appropriate management of information and assets; resourcing and storage etc.

3.2. It is proposed that the Police Heritage portfolio looks to develop a National Police Heritage Strategy to provide an overarching vision for the service. This would be linked to, and utilise the Heritage Maturity Model (annex 1); a self-assessment framework previously developed by the portfolio, to encourage forces to evidence their progress in a number of areas including; governance; people and organisation; digital technology; data and collections. This tool enables forces to understand the action required to achieve the standards outlined, accompanied by focussed support made available and directed appropriately by the portfolio and heritage network. By meeting the standards outlined ensures forces effectively manage the risks, and ensures the benefits of heritage are realised.

3.3. In the first instance, and in recognition of the importance and responsibility of the service to protect and celebrate Police Heritage, Chiefs' are asked to demonstrate their commitment to the proposal by signing up to a Heritage Pledge, to help support tangible actions regarding their own force heritage.

3.4. The pledge includes:

- That forces recognise the value of police heritage and understand their responsibility to protect it.
- That each force has a named person in place with responsibility for police heritage, with access to the relevant resources for their heritage offer.

- That forces review their current heritage offer, with a commitment to taking steps to ensure that the appropriate systems and processes are in place to capture/store/utilise police heritage to ensure items are not discarded simply because it is no-one's responsibility.
- Forces complete the Heritage Maturity Model (currently 24 forces have already completed), to highlight areas of good practice that can be shared with other forces, and identify areas for development.
- Forces commit to delivering against the APP on Archiving in the Public Interest.

3.5. The proposals set out in this paper were presented and discussed at the Local Policing Co-ordination Committee meeting on 30th August 2023, and received the full support of the committee.

4. **STATEMENT/DETAILS OF COST OR RESOURCE IMPLICATIONS (All papers which have a funding request or implication (i.e. resource abstraction) will need to be reviewed by the NPCC Finance Coordination Committee before submission to the NPCC central office) – Finance Committee Coordinator will provide financial contribution per force / partner organisations.**

4.1. **Funding and Financial Implications (NPCC/Forces):**

	Yes	No
<i>Is there a Financial Implication for Police Force and/or Policing Bodies</i>		x
<i>If yes has this been costed</i>		
<i>who has verified these financial implications / fig (Title, Organisation, Role)</i>		

	2023/24 (£)	2024/2025 (£)	2025/26 (£)	2026/27 (£)
<u>Funding Required</u>				
<i>Revenue Expenditure</i>				
<i>Capital Expenditure</i>				
Total				
<u>Benefits</u>				
<i>Revenue Benefits</i>				
<i>Capital Benefits</i>				
Total				
<i>Reserves Held</i>				
Total Net				

Please provide details of financial liability, alternative funding streams, Home Office, Reserves etc relevant to the above:

n/a

Finance Coordination Committee Commentary:

Signed off by Finance Committee Chair?

Date

Proposed NPCC Programme/Function End Date

Is there a closure/exit plan in place?

Is there a financial liability to the NPCC at the end of programme of work? e.g. Redundancy / Pension Strain Costs

Yes

No

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5. STRATEGY, DELIVERY AND BUSINESS PLANNING -

5.1. Strategy

5.1.1. As previously outlined the proposals include the development of a National Police Heritage Strategy, to provide a clear vision for the service. This work will be led by the NPCC Police Heritage Portfolio, in consultation and collaboration with forces.

5.2. Business Plan

5.2.1. An accompanying business plan will also be developed by the Police Heritage Portfolio to support the aspirations of the strategy, specifically in relation to drawing down funding to

support innovative approaches that could benefit the service as a whole, or force level. This will utilise the expertise of the Police Heritage Network, including the sharing of lessons learnt from successful applications.

5.3. Delivery Plan

5.3.1. The Strategy will be accompanied by a delivery plan, to assess performance and track and monitor progress, which will be over seen by the Police Heritage Programme and reported in to the Local Policing Coordination Committee. Ongoing learning will be disseminated to forces via regular meetings, workshops and a heritage conference.

6. OPPORTUNITIES AND RISK

6.1. Opportunities

- 6.1.1. A National Police Heritage Strategy will provide strategic direction to help support forces to develop and implement an effective police heritage offer.
- 6.1.2. The proposals outlined aim to improve trust and confidence through the better management of heritage.
- 6.1.3. Targeted approaches to the use of police heritage will enhance opportunities to engage with the public.
- 6.1.4. Forces will be able to better utilise the skills, knowledge and experience of retired officers and staff, students and other members of the public, who wish to actively support or engage in heritage initiatives, and act as ambassadors for the force and policing.
- 6.1.5. Links can be further developed to other portfolios and national policing programmes, including, the PRAP; VAWG and DDaT's, National Police Data Board, specifically the Data Foundations Working Group, to help the service to articulate the journey that we have undertaken, and describe the positive changes that we have made, to help strengthen engagement and support positive outcomes.

6.2. Benefits

- 6.2.1. There are a number of benefits that could be anticipated as a result of the work outlined, if the service improved its heritage offer, these include:
 - Increased engagement with the public (the Crime Museum Uncovered at Museum of London is still their most popular exhibition).
 - Improved trust and confidence through increased engagement, better awareness of the history and developments within policing, resulting in a greater understanding of policing by the public.
 - The support to force initiatives including, the attraction, recruitment and onboarding of officers, staff and volunteers.
 - The positive effects to the wellbeing of staff, through learning, celebrating and contributing to their force's heritage.

6.3. Risks

- 6.3.1. Reputational risks through the poor management of heritage or the discarding of items of significance.
- 6.3.2. Damage to trust, confidence and transparency if forces are unable to demonstrate how they manage their police heritage resources and assets.
- 6.3.3. Legal issues through non-compliance with relevant guidance and legislation such as the APP on Archiving in the Public Interest (part of the Information Management Code of Practice); inability to provide evidence for historic cases being reviewed, and non-compliance of GDPR.
- 6.3.4. Potential financial repercussions through historic information being poorly managed without the oversight and management within force.

7. OPTIONS

- 7.1. Forces continue to take responsibility for their own Police heritage offer** - continue as is, with highlighted risk remaining and an inconsistent approach to the management of Police heritage.
- 7.2. Forces sign up to the Heritage Pledge** – provides a commitment by forces to review, develop and improve their force offer. With all forces to ensure a named person is identified to be a point of contact & responsible for progressing in force, with suitable resources/capacity. Forces without museum/heritage collection to identify any work that can be done to start to manage the risk and access the benefits of utilising heritage for engagement, supported by the Heritage Portfolio.
- 7.3. Develop a National Police Heritage strategy** - provides an overarching vision for the service, informed by the maturity model and developed in collaboration with forces.

8. CONCLUSION and DECISIONS REQUIRED

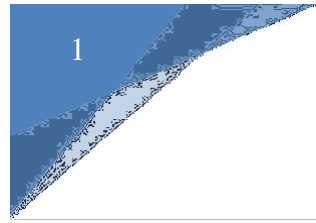
- 8.1.** As outlined Police Heritage is one of the most significantly underutilised engagement assets available to police forces. The paper seeks to gain the recognition and support of Chiefs in terms of the value of police heritage and the opportunities it brings, and demonstrate their commitment to protect their own force heritage by signing up to the Heritage Pledge.
- 8.2.** It is also recommended that the Police Heritage Portfolio develops a National Police Heritage Strategy, to ensure consistency amongst forces, to improve the standard of managing and utilising heritage for the benefit of policing.

Name: Pete Gillett

Title: Director of Commercial Services

Committee: Local Policing

Lead Area: NPCC Lead for Police Heritage



Heritage Maturity Model

The ability of a service to identify, preserve, protect and share police heritage for current and future generations.

Introduction

- This maturity model has been developed to aid forces understand the risks of not managing their heritage and the benefits that can be achieved by embracing it.
- It is designed for forces to benchmark themselves against what an efficient, active and successfully managed heritage service provision could look like. By comparison to the optimised delivery level forces can quickly identify where they are performing well and where there remain opportunities in a particular area. This then supports the creation of an action plan that prioritises areas with the most risk, or the most benefits yet to be achieved. It also highlights the different ways forces are utilising their heritage and making it fit for purpose.
- The model is defined into four main areas working in harmony:
 - **Governance** - The ability of a police service to understand its legal and ethical responsibilities and risks related to police heritage.
 - **People & Organisation** - The ability of a police service to recognise the skills and capabilities needed to ensure the protection of police heritage and involve the right stakeholders.
 - **Digital & Technology** - The ability of a police service to utilise technical tools to identify, preserve and share its heritage.
 - **Data & Collections** - The ability of a police service to understand and utilise the historical data and objects it creates and preserve its heritage.

Next steps

- The Heritage Portfolio is requesting that all forces assess their own provision against this model between July and October 2022 and score themselves based on their current set-up, with findings being reported back to assess the national picture regarding police heritage. This will help the portfolio to understand common areas of concern to offer support with going forwards.
- Each column is scored 1-5 from initial to developing, and contain points to consider against each force, which have been designed by subject matter experts from forces around the UK
- Using this model, if the majority of points are met, then that score can be applied. However, interpretation can be used and support will be available from the NPCC Heritage Portfolio to complete this model – contact Corinne Brazier, Heritage Manager at West Midlands Police for more information (Corinne.Brazier@westmidlands.police.uk)
- Examples will be provided of completed maturity models and a workshop scheduled for forces to attend for advice.

Please note it is not fundamental for a force to have a museum in order to achieve a high score on this model – every force can optimise their heritage offering. How you score now is not the most important aspect. The focus should be on the action plan you put in place to improve things.

	A – Governance	B - People & Organisation	C - Digital & Technology	D - Data & Collections
	The ability of a police service to understand its legal and ethical responsibilities and risks relating to police heritage.	The ability of a police service to recognise the skills and capabilities needed to ensure the protection of police heritage and involve the right stakeholders.	The ability of a police service to utilise technical tools to identify, preserve and share its heritage	The ability of a police service to understand and utilise the historical data and objects it creates and preserve its heritage
1 INITIAL	<p>No heritage governance group in place</p> <p>No information or business owner for historic data or assets</p> <p>No ethical oversight</p> <p>No existing museum, heritage display or collection</p> <p>Heritage disconnected from Records Management function</p> <p>No systems in place to identify records that will need to be retained beyond operational use</p>	<p>No group or organisation set up to look after the heritage of force</p> <p>Little understanding of the scale of the task, unprepared</p> <p>Force does not link up with volunteers on heritage</p> <p>No willingness to engage in heritage matters</p> <p>Insufficient resources committed to retain records in public interest – e.g. IT, Estates</p>	<p>No technical tools in place (e.g. spreadsheet, scanning, shared drive, collections system)</p> <p>Records and artefacts not indexed, records not scanned</p> <p>No online presence for heritage; social media, website etc</p>	<p>No awareness or action taken to implement new college of policing APP on Archiving in the Public Interest</p> <p>No heritage collection created; nothing being preserved for historic value or public interest; no storage for historic data and artefacts</p> <p>No engagement with heritage in force</p> <p>No disaster recovery plan</p> <p>Data and objects owned by the police service, held in private residences and computers</p>
2 DEVELOPING	<p>Aware of the need for a senior business owner for heritage</p> <p>Plans in force to set up heritage governance group, but not yet in place</p>	<p>Informal force heritage roles; staff with no training or experience</p> <p>No guidance or checklists for staff to follow</p>	<p>Technical tools identified, however not in place, for example databases and scanners</p>	<p>Informal storage</p> <p>No risk assessment of data and objects</p> <p>No engagement in force</p>
3 DEFINED	<p>Entry on Register of Processing Activity (RoPA - where appropriate)</p> <p>Information asset or business owner in place</p> <p>Governance group established</p> <p>Heritage strategy in line with local and NPCC objectives</p> <p>Preservation in the public interest included as part of retention & disposal policy</p> <p>Included on Force Information Asset Register (where applicable)</p>	<p>Single point of contact in force for heritage, data and artefacts</p> <p>Active volunteers from outside organisation</p> <p>Organisational support for heritage group to manage and care for archive and collections</p> <p>Understanding by Freedom of Information and data governance staff of their role regarding information being passed to museum/heritage collection</p>	<p>Limited technical tools to support Data and Artefact management – e.g. spreadsheet containing index of collection</p> <p>Limited online presence</p>	<p>Single point of contact in place to risk assess material as part of an acquisition and disposal process</p> <p>Access to specialist knowledge on preservation and collections care (either in-house staff or external partners)</p> <p>Access to appropriate storage in terms of security, environment, access and space</p> <p>Ensure long term preservation, care and security for collections and information</p>

<p>4 PERFORMING</p>	<p>Entry on Register of Processing Activity – standard practice</p> <p>Data Protection Impact Assessment complete or in progress</p> <p>Working to museum accreditation standards</p> <p>Comply with Museums Association Code of Ethics</p> <p>Active governance group with external support as well as decision making abilities in force</p> <p>Engagement with Information Asset Owner re Force Information Asset Register</p>	<p>Good working relationship with records management staff</p> <p>Working with external partners, such as Museum Development Team, for advice and support</p> <p>Resources committed to retaining records/artefacts in public interest</p> <p>Trained staff (including volunteers if appropriate)</p> <p>Heritage group active with force support</p> <p>Succession planning</p>	<p>A full inventory of the collection ongoing, to museum accreditation standards. Large number of records digitised.</p> <p>Collection accessible to public, colleagues and stakeholders</p>	<p>Work ongoing on implementing APP on Archiving in the Public Interest</p> <p>Engagement with external partners such as local archivists to ensure appropriate storage for collections</p> <p>Scope for an imaginative approach to the use of data and artefacts and ability to dispose of items when required.</p> <p>Disposal and acquisition policies should be in place</p> <p>Collections care regime in place</p> <p>Working to comply with SPECTRUM standards</p>
<p>5 OPTIMISED</p>	<p>Heritage used to engage with communities and commemorate shared histories</p> <p>Heritage part of force's business as usual (e.g. recruitment, communications, engagement events)</p> <p>Working towards accredited museum/collection standards with associated funding support</p> <p>Senior officers understand and promote the importance of police heritage</p> <p>Active governance group with external support as well as decision making abilities in force. Evidence of success.</p> <p>Systems in place to identify, at an early stage, records that need to be retained beyond their operational usage in the public interest.</p>	<p>Appropriately trained and qualified (or with relevant museum experience) staff in post or external museum consultants available to offer support and advice</p> <p>Support from a member of the Chief Officer Group</p> <p>Well connected with external partner organisations</p> <p>Active force heritage group chaired by member of the force, with participants from within and outside the force</p>	<p>Technical tools dedicated for heritage material, scan and store data and artefacts</p> <p>Digital capabilities in place which preserve data and collections</p> <p>Collections management system in place</p> <p>Use of external partners and collaboration where possible/appropriate</p> <p>Use of social media, website etc to promote heritage and engage with public</p>	<p>Fully document & audit force data and artefacts, in line with force Policy</p> <p>Proactive transfer from all departments of data and collections/objects for heritage collection</p> <p>Schedule in place of all records archived in the public interest beyond their operational use.</p> <p>Appraisal, selection and sensitivity review process in place for archived documents.</p> <p>Collection management and processes comply with SPECTRUM standards</p>

Why is this important?

- New Authorised Professional Practise (APP): Archiving in the Public Interest. Police forces do not follow the Public Records Act and share collections with external archives and there have been a number of incidents where they have disposed of records that should have been permanently retained. In response a new APP is being published which will require that forces retain information beyond operational retention periods where there is 'historical significance'
- Personal information: images and data are collected of serving members of police forces, but also members of the public. Collection and use of this data should be governed with policy and procedures and an overall responsible officer. Many of these images are appearing on social media and individuals/groups enthusiastic about police heritage, need support and governance from the relevant police force.
- Data protection legislation: retention and information sharing, as with all other police information should be governed by strategic information governance groups with the relevant oversight for heritage.
- Reputational risk: managing heritage and sharing stories appropriately, both good and bad, can help to improve public confidence and reduce reputational risk

Risk areas

- Governance and support are important in this area; collections and digital assets belong to constabularies and any loss or inappropriate destruction, could lead to criticism and/or financial penalties
- Sharing of assets containing personal information may be subject to data protection legislation and should follow an agreed process and impact assessment
- Selling of collections and sharing information via social media, including images, are two of the biggest areas of risk and should have relevant governance and oversight

• Chief Constables' Council

Chief officer appointments guidance October 2023 (Version 1.3) [Draft]

6 December 23 / Agenda Item: Regional session 1

Security Classification	
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Author:	Helen Slimmon
Force/Organisation:	College of Policing
Date Created:	25 October 2023
Coordination Committee:	Workforce
Portfolio:	
Attachments @ para	Guidance for appointing chief officers [Version 1.3 (October 2023)]
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1. INTRODUCTION

- 1.1. This paper accompanies the updated **Guidance for appointing chief officers (Annex A)** which defines the proposed processes that should be followed when making chief officer appointments. The updated guidance is submitted for regional feedback from Chief Constables' Council.

2. BACKGROUND

- 2.1. The College commissioned an independent review of chief officer progression and development, which resulted in six recommendations to create substantial and sustainable change to improve the diversity and volume of the chief officer pipeline.
- 2.2. The review identified that chief officer appointments processes varied considerably across forces. The volume of the chief officer pipeline resulted in a reliance on temporary promotions, rather than permanent appointments. For temporary appointments specifically, it concluded there was often a perception of a lack of transparency in appointments, and temporary appointees remained in post for many years, not completing the Strategic Command Course (SCC) and therefore not receiving the development required to support them to operate effectively in role. All of this contributed to concerns around the fairness of chief officer appointments.



- 2.3. Recommendation 6 of the review proposed that the chief officer appointments process should be nationally defined and standardised, and locally delivered.
- 2.4. The College have worked in collaboration with the Chief Officer Review Delivery Group to develop the proposed appointments process.

3. SUMMARY OF PROPOSAL

- 3.1. The updated guidance for appointing chief officers defines the processes that forces need to follow when making chief officer appointments. Chief Constables and Police & Crime Commissioners (PCCs) are ultimately responsible for managing their own chief officer appointment processes in accordance with police regulations and other legislative requirements. The decision about who to appoint to a chief officer role is that of the Police & Crime Commissioner (PCC) for chief constable vacancies and the Chief Constable for deputy chief constable and assistant chief constable vacancies.
- 3.2. It is intended that the guidance will be used by Chief Constables and Police & Crime Commissioners (PCCs) in the design and delivery of their chief officer appointments. The guidance will be applicable to chief officer appointments in England and Wales. Chief officer appointments for Police Scotland, the Police Service of Northern Ireland (PSNI) and non-Home Office forces are not required to comply with the processes outlined but they may be a helpful guide where appropriate. It is also recommended that senior police staff appointment processes follow the guidance, but there is no requirement to do so.
- 3.3. A standardised national chief officer appointments process means that forces, candidates, Chief Constables, and Police & Crime Commissioners (PCCs) will have clarity on how candidates are being selected. In turn, candidates and policing stakeholders will have confidence in the transparency and openness of chief officer appointments.

4. APPROACH TO DEVELOPMENT

- 4.1. The (draft) chief officer appointment guidance was initially presented to the Chief Officer Review Delivery Group on 04 May 2023. The delivery group were asked to circulate within their respective regions/organisations to provide further comment by 31 May 2023. This generated a limited response (4 returns).
- 4.2. The appointments guidance was updated and presented to the Delivery Group on 12 June 2023 with an action to provide further comment by 07 July 2023. This was sent to all Police & Crime Commissioners (PCCs) and Chief Constables.
- 4.3. The College raised the appointments process and engagement at the Association of Police and Crime Commissioners (APCC) session at Ryton-on-Dunsmore on 12 July 2023 and extended the closing date for feedback to 19 July 2023.
- 4.4. The updated draft chief officer appointments guidance was again presented to the Delivery Group on 24 July 2023 and members were asked to provide final comments by 11 August 2023.
- 4.5. The updated draft chief officer appointments guidance was submitted (16 August 2023) as part of regional-feedback papers for Chief Constables' Council in September 2023. For completeness, it was also sent to the Delivery Group. Regional feedback indicated agreement with the draft guidance (65% of respondents supported the proposal and 35% of respondents provided qualified support). The draft guidance was updated on the basis of regional feedback.
- 4.6. In light of further comments from key police stakeholders and discussion at the Chief Officer Review Delivery Group on 20 September 2023, a verbal update was provided to Chief Constables' Council in September 2023.

- 4.7. The updated draft chief officer appointments guidance was presented in a session to Police & Crime Commissioners (PCCs) for further comments and to respond to concerns or issues directly on 23 October 2023. Police & Crime Commissioners (PCCs) were also provided an opportunity to provide written feedback in advance of this session.
- 4.8. Final amendments to the chief officer appointments guidance include:
- emphasis on the value of movement between forces at chief officer level
 - clarifying role of His Majesty's Inspectors (HMIs) in providing an understanding of priority areas for forces to inform the design and delivery of chief constable appointments and the College's role to support translating these into relevant assessments. Subsequently HMIs providing an overview of PEEL reports from shortlisted applicants current force, their contribution to the PEEL outcome and how this corresponds to the needs of the recruiting force
 - considerations in relation to potential scheduling conflicts when planning an appointment process
 - clarification of the conduct guidance including inserting references to the need to re-vet all appointees to a chief officer role, that Chief Constables should satisfy themselves of completing a comprehensive review of the disciplinary record of a chief officer they appoint and that Chief Constables should inform the Police & Crime Commissioners (PCCs) if they appoint a chief officer with a disciplinary record that is live but should also consider whether it would be appropriate to inform the Police & Crime Commissioner (PCCS) of any concluded matters which could have a potential effect on the individual's role in policing and in their force, region, and community.
 - an amendment of scrutiny guidance to reflect the terminology of the policing protocol which states that the Chief Constable should consult with the Police & Crime Commissioner (PCCS) on their proposed chief officer appointment.
- 4.9. The final two amendments on the list above were developed following feedback from the Police & Crime Commissioner (PCC) session on 23 October 2023.
- 4.10. The final draft guidance will also be submitted in parallel to Police & Crime Commissioners (PCCs) (on 25 October 2023).
- 4.11. The guidance for appointing chief officers will also be presented to NPCC Workforce Coordination Committee on 08 November 2023.
- 4.12. Following this, the College will work with the Home Office to embed the guidance into regulations as required. It is anticipated that regulatory changes will be introduced by June 2024 when the first cohort of the Executive leaders programme have completed the programme. At this point, the new chief officer appointment guidance should be applied. Until then, Police & Crime Commissioners (PCCs) and Chief Constables should follow existing chief officer appointment guidance.

5. DECISIONS REQUIRED

- 5.1. Review the attached guidance for appointing chief officers and provide regional feedback by 08 November 2023.

Name: Helen Slimmon

Title: Senior Psychologist

Committee: Workforce Co-ordination Committee

Lead Area: Leadership: Commander Nick John



College of
Policing

Working together
to achieve your potential

Guidance for appointing chief officers

October 2023

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Introduction

This guidance describes the principles, processes and responsibilities required for appointing chief constables (CCs), deputy chief constables (DCCs) and assistant chief constables (ACCs). It also describes the requirements for appointing the commissioner, deputy commissioner (DC), assistant commissioners (ACs), deputy assistant commissioners (DACs) and commanders in the Metropolitan Police Service (MPS) and the commissioner, assistant commissioners, and commanders in the City of London Police (CoLP).

This guidance can be used:

- by PCCs and CCs to follow, while recognising that, they are responsible for managing their own appointment processes in accordance with police regulations and other legislative requirements
- to provide advice and guidance to PCCs and CCs on how to design and deliver a chief officer appointment process that is underpinned by the principles of merit, fairness, and openness.

This guidance is applicable to chief officer appointments in England and Wales. Chief officer appointments for Police Scotland, the Police Service of Northern Ireland and Non-Home Office forces are not required to comply with the process outlined here but it may be a helpful guide where appropriate. Similarly, this guidance may be helpful in informing senior police staff appointment processes.

The guidance is a non-prescriptive reference for those making chief officer appointments. PCCs and CCs should review this document to identify their specific roles and responsibilities, as well as the essential stages in designing and delivering an appointment process.

Nothing in this guidance prohibits the application of the NPCC Retire and Re-join Guidance. This is referenced in NPCC Advice Note 8 (Retirement and rejoiner guidance) (July 2022).

The College will provide support to PCCs, and CCs making chief officer appointments and can be contacted at hub@college.police.uk

Roles and responsibilities

Police and crime commissioners (PCCs) are responsible for the appointment of CCs. In the context of police force areas where police governance falls under the remit of an Elected Mayor, they will be responsible for the appointment of CCs and may appoint a Deputy Mayor for Crime and Policing to exercise functions on their behalf. The City of London Corporation are responsible for the appointment of the Commissioner of the CoLP.

CCs are responsible for the appointment of other chief officer roles.

Merit, fairness, and openness

PCCs and CCs selecting and assessing chief officers must observe the principles of merit, fairness, and openness. The definition of these principles is based on those contained in the Civil Service Recruitment Principles 2018.

Merit means appointing the best available person judged against the essential criteria for the role. No one should be appointed to do a job unless they are competent to do it and the job must be offered to the person who would do it best. The successful candidate should be chosen from a sufficiently strong and diverse pool of eligible candidates.

Fairness means there must be no bias in assessing candidates. Selection processes must be objective, impartial and applied consistently.

Openness means that job opportunities must be advertised publicly. The aim of the advertisement should be to attract a strong field of eligible applicants. Potential candidates must be given reasonable access to information about the job, its requirements, and the selection process. In open competitions anyone who wishes must be allowed to apply.

Ensuring these principles underpin chief officer appointments will mean that PCCs and CCs have confidence in what they are measuring, that candidates are assessed

in a consistent way and that there is a transparent and justifiable reason the appointed candidate is the right candidate for the role.

Substantive and temporary appointments

This guidance applies to the permanent appointment of chief officers into a substantive post. It does not apply to instances where there is a need to temporarily promote an individual into a chief officer role which is not a permanent substantive chief officer role. Examples of this include where there is a short-term unforeseen requirement to temporarily promote an individual into a chief officer role for operational reasons, so service delivery is not compromised or there is a requirement to temporarily appoint a chief officer to oversee an organisational or operational project.

Movement between forces

Movement between forces in England and Wales as a chief officer, including the use of secondments, can bring benefits through the exchange of experience of policing in other areas and understanding of other operating environments. Movement between forces is not mandatory and there can be challenges and barriers associated with this. However, PCCs/CCs should consider how they can encourage applicants from outside their force to participate in their chief officer appointment process. Movement between forces at chief officer level is not the only means by which a chief officer can bring a different perspective. Experience in another force at superintendent or chief superintendent level can also bring benefits of experience of senior leadership in another area.

Pre-appointment planning

As part of the pre-appointment planning, a PCC/CC will define the requirements of their vacancy and identify who is best suited to sit on the appointment panel. It is for the PCC/CC to decide how they wish to run their appointment process. Whilst they may devolve responsibility for putting the appointment process in place to a suitably qualified person, they maintain oversight and hold responsibility for ensuring it is done.

When a PCC is planning a CC appointment, they should contact the HMI responsible for their region who can provide an overview of efficiency and effectiveness of the force. This understanding of the priority areas and issues the force is facing should be used to inform the design and delivery of the appointment process. The College can support this activity in advising how assessment can be tailored to elicit the needs identified by the HMI.

PCCs/CCs should be mindful of potential scheduling conflicts to maximise the ability of potential applicants to participate in the process. This could include local and national events, alongside delivery of the executive leaders programme modules.

- The police professional profile, leadership standards and the Competency and Values Framework (CVF) should be used to develop a job description and define what is being sought in potential candidates for chief officer roles. The needs and values specific to the force should also be reflected in the appointment process
- For CC appointments, HMIs can provide an understanding of priority issues to inform the design and delivery of the appointment
- Assessment criteria for the appointment should be identified in advance of launching the appointment process and should reflect the level of the vacancy and current and future demands on the force
- A chief officer appointment process must comply with the principles of merit, fairness, and openness
- A chief officer appointment process must comply with the Equality Act 2010 and the public sector equality duty. Equality, diversity, and inclusion should be proactively considered in the design and delivery of the appointment process
- A chief officer appointment process must adhere to the Data Protection Act 2018 and General Data Protection Regulations

College role

The College will provide the following support to PCCs/CCs making chief officer appointments:

- guidance for the appointment of chief officers
 - a central point for advertising all chief officer vacancies and contacting potential candidates
 - data collection to support national workforce planning and report on chief officer appointment activity
 - specialist recruitment and assessment advice and support, including
 - support to PCCs/CCs in establishing assessment criteria for an appointment process, including translating priority areas and issue the force is facing into assessment criteria
 - design of selection exercises, and identification of appropriate methods based on priority areas for force
 - briefing/training for appointment panel members
 - practical support in delivering selection process activity
 - psychometric assessment of applicants
 - provision of a pool of suitably experienced and qualified independent members
 - provide guidance and briefing/training for independent members
 - provide guidance and briefing/training for delivering feedback to candidates post appointment process
 - provide guidance for induction and onboarding of chief officers' post appointment process
- PCCs/CCs must ensure they comply with data collection requirements to support national workforce planning

Advertising

A permanent substantive chief officer vacancy should be advertised as required, there is no need to hold chief officer appointment processes to coincide with the conclusion of the executive leaders programme. Permanent substantive chief officer vacancies should be advertised nationally. PCCs/CCs should consider what opportunities they can provide to encourage applications and generate a strong and diverse pool of applicants, particularly from external applicants to maximise the benefits for the service from a wider talent pool and movement between forces. All applicants should be provided with equal opportunities and access to information about the role and the force, regardless of whether they are external or internal candidates.

- Adverts should specify by which dates applications must be made
- Adverts should be placed on a national public facing website or some other publication that deals with policing matters
- Adverts should be open for a minimum of three weeks

Eligibility

Individuals who previously qualified as eligible for a chief officer appointment by virtue of successfully completing the Senior Police National Assessment Centre (Senior PNAC) and the Strategic Command Course (SCC) will be eligible for substantive appointment to a chief officer role. Individuals who have successfully completed the executive leaders programme will also be eligible for substantive appointment to a chief officer role.

Individuals on the executive leaders programme, or individuals who have been supported to start the programme but are yet to do so can be appointed into chief officer roles on a temporary basis. An individual who is appointed temporarily into a chief officer role must commence the executive leaders programme within 12 months of temporary appointment or at the next available opportunity if not already on the programme. On successful completion of the programme, they can be substantively appointed with no further appointment process, assuming they were originally

selected via an open and competitive recruitment process which was underpinned by the principles of merit, fairness, and openness and in accordance with this guidance.

An individual who has been temporarily appointed to a chief officer role who fails to achieve the required standard as determined by the executive leaders programme assessment requirements will withdraw from the programme. Under these circumstances they will revert to their previous substantive rank as soon as practicable.

It is not mandatory for an individual on the executive leaders programme to apply for a chief officer role whilst on the programme, but it is expected that individuals on the programme are joining because they intend to apply for roles at chief officer level within the following 24 months.

Chief officer appointment processes for Police Scotland, Police Service of Northern Ireland and Non-Home Office Forces are not required to comply with the process outlined in this guidance. Whilst individuals from these policing organisations can participate in the executive leaders programme, they have their own legislation, process and procedures relating to chief officer appointments. It is recommended that senior police staff appointment processes follow the guidance outlined in this document, but there is no requirement to do so.

Overseas officers who are eligible in terms of rank and overseas force will be eligible to be appointed to a chief officer role provisionally, with the expectation that they start the programme within 12 months or start the next available programme following their appointment. Approved overseas police forces and ranks can be found at link TBC.

There are no restrictions on moving to another force/role whilst an individual is on the executive leaders programme.

- Applicants for chief officer appointments in England and Wales must meet the eligibility criteria
- Applicants for chief constable/commissioner must have held the rank of ACC, commander, or a more senior rank in a UK police force, or meet the eligibility requirements as an overseas officer

Conduct

PCCs/CCs should consider all applicants disciplinary record and be aware of any outstanding allegations or ongoing incidents at the outset of an appointment process, i.e., during application and shortlisting. The PCC/CC must review the Barred and Advisory lists to confirm an individual is eligible for appointment. Applicants must consent to a review of their disciplinary record as part of the appointment process.

CCs should satisfy themselves that they have completed a comprehensive review of the disciplinary record, including both live and concluded matters, of a chief officer they appoint. A CC should inform the PCC if they appoint a chief officer with a disciplinary record that is live. They should consider whether it would be appropriate to inform the PCC of any concluded matters which could have a potential effect on the individual's role in policing and in their force, region, and community. A PCC may consider asking CCs if there are any disciplinary matters, live or concluded, that could have a potential impact in their force, region, and community.

It is the responsibility of the PCC/CC to decide whether to appoint a candidate with evidence of a live or concluded disciplinary in circumstances where an individual is subject to ongoing investigation. They should complete a risk-based assessment which considers the circumstances of the disciplinary, the potential effect on the individual's role in policing and the impact the appointment would have in their force, region, and community.

A candidate appointed to a chief officer role should be re-vetted as part of the appointment process in accordance with the Code of Practice for Vetting and Authorised Professional Practice (APP) on Vetting.

- PCCs/CCs should consider an applicant's disciplinary record at the outset of the appointment process
- Applicants for chief officer appointments will not be eligible if they are named on the Barred and Advisory lists
- A CC should inform the PCC if they appoint a chief officer with a disciplinary record that is live

- A candidate appointed to a chief officer role should be re-vetted as part of the appointment process

Application and shortlisting

All applicants should complete an application for a chief officer vacancy. The information in the application should be used to determine the extent to which the applicant meets the requirements for the role, confirm their eligibility and identify whether they should progress to the next stage of the appointment process. The appointment panel should use a structured evidence-based assessment method to review all applications against the eligibility requirements and predetermined assessment criteria and identify suitable candidates to take forward to the next stage of the appointment process. All applicants should also complete a biographical data monitoring form which will be submitted to the force/OPCC and the College for national monitoring and reporting purposes, however this should not be shared with the appointment panel.

Following shortlisting of applicants, a representative from HMICFRS should provide an overview of the PEEL reports from shortlisted applicants current force, the applicant's contribution to the PEEL outcome and how this corresponds to the needs of the recruiting force identified during the pre-planning phase

- All individuals who are eligible to apply for a chief officer appointment vacancy must be allowed to apply and progress to shortlisting
- Only applicants who meet the eligibility requirements and predetermined assessment criteria should progress to subsequent stages of the appointment process
- Forces/OPCCs must provide biographical data to the College relating to all chief officer appointment applications

Executive leaders programme end-programme reports

The College will produce objectively assessed evaluations of an individual's performance on the executive leaders programme in the form of an end-programme

report. This report will contain confirmation of the completion of the programme and the associated grade, a transcript containing individual module grades, and feedback from the end-programme panel. The end-programme report is endorsed by a member of the programme directing team. This report will be submitted as part of a chief officer appointment process. Individuals applying for a chief officer appointment during their time on the programme will be provided with an interim report which will include the items listed above that are available at the time of request.

The end-programme report can provide a helpful additional source of information for appointment panels when considering the performance of individuals in the chief officer appointment process, e.g., confirming eligibility, areas for exploration during the appointment process, a source of insight in relation to strengths and areas for development when in post and to complement evidence gathered through the appointment process itself. It is anticipated that these reports will be most useful as individuals graduate from the executive leadership programme and are promoted into a substantive ACC role. Panels should therefore be mindful of the currency of information in these reports as an individual progresses in their chief officer career to the ranks of DCC and CC.

Applicants for chief officer roles will not be required to submit their development portfolio, and these should not be requested as part of a chief officer appointment process. This is because it could potentially frustrate the intended purpose of the portfolio to facilitate honest reflection and development and could result in biases being introduced to the appointment process.

Individuals who are eligible by virtue of having successfully completed Senior PNAC and the SCC will not be required to submit an additional report but may be asked to provide reports from Senior PNAC and the SCC. Panels should be mindful of the currency of information in these reports.

- Executive Leaders Programme reports will be made available to an appointment panel during a chief officer appointment process
- Programme reports may be used to inform readiness and areas for development of an individual but must not be the sole source of evidence for an appointment decision

Assessment

The aim of the assessment is to challenge and test that candidates meet the necessary requirements to perform the role. The PCC/CC will determine how assessment takes place and what methods are used in a chief officer appointment process. Assessment methods should be selected/designed that specifically elicit the agreed assessment criteria in a fair and consistent way. PCCs/CCs should balance the need to deliver a robust and rigorous process without being unfairly onerous. All applicants should be assessed against the agreed predetermined assessment criteria. Design and delivery of assessments should allow both external and internal candidates an equal opportunity to demonstrate their suitability for the role. The Code of Ethics should be embedded in the appointment process to ensure applicants are assessed against behaviours associated with effective and ethical performance in the police service. This can be achieved by using the CVF as the assessment criteria.

- Assessment criteria for chief officer appointments should reflect the level of the vacancy and be drawn from/link to the police professional profile, CVF and executive leadership standards
- Appointment panel members should take part in performance benchmarking activity prior to making their assessment, this could involve discussing and confirming as a panel what good and poor performance looks like and how it relates to assessment outcomes and decision making
- Assessment tools should provide the opportunity for candidates to display the evidence defined as required for performance in the role
- Assessment tools should be designed to assess the specific competencies and values they are supposed to measure
- All candidates should undertake the same assessment
- All appointment panel members should follow a structured evidence-based assessment methodology which clearly identifies how the candidate's evidence has contributed to the assessment outcome
- The same assessment criteria should be applied consistently across all candidates

- Candidates performance should be evaluated objectively using a predetermined rating scale which allows appointment panel members to distinguish meaningfully between effective and ineffective performance

Appointment panel

The decision about who to appoint to a chief officer role is that of the PCC for CC vacancies and the CC for all other chief officer vacancies. To support them in making that decision they will convene an appointment panel.

The appointment panel will challenge and test that the candidate meets the necessary requirements to perform the role. In collaboration with the PCC/CC they will shortlist applicants against the agreed assessment criteria, assess all shortlisted candidates against the agreed assessment criteria and consider which candidate/s most closely meets the appointment criteria.

The PCC/CC will determine who sits on their appointment panel to support them in testing and challenging applicants' suitability for the role. Appointment panel members should be diverse and have the necessary skills to make a fair assessment of candidates for senior police leadership roles. All panel members should complete briefing/training prior to a chief officer appointment process to ensure compliance with the principles of merit, fairness, and openness. The PCC/CC should ensure that no conflict of interest exists between the appointment panel members and applicants prior to shortlisting.

The appointment panel must include at least one independent panel member. Independent panel members are part of the appointment panel and must also be experienced in selection and assessment practices as they are responsible for determining the extent to which the appointment process is conducted in line with the principles of merit, fairness, and openness.

For CC appointments the independent panel member will produce a written report on the appointment process which should be submitted to the Police and Crime Panel (PCP) at the same time as the name of the preferred candidate. The report should explicitly address the appointment principles of merit, fairness and openness and the extent to which the panel was able to challenge and test that the preferred candidate meets the necessary requirements to perform the role. The independent member for

all other chief officer appointments (ACC and DCC) is not required to produce a written report on the appointment process, but CCs may consider requesting this.

The independent panel member should not be the PCC, a member of the PCCs staff, a member of the PCP, a member of Parliament, local councillor, serving or retired police officer or member of police staff, civil servant, member of the National Assembly for Wales, Northern Ireland Assembly, or the Scottish Government, His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) staff, Independent Office for Police Conduct (IOPC) commissioner/staff or College of Policing staff. Whilst individuals in these roles are not eligible to be an independent panel member, they can sit on the appointment panel. A PCC/CC may identify a suitable independent member based on the guidance provided by the College or may ask the College to provide an independent member for their process from a College approved pool.

The appointment panel for a CC vacancy must include a senior policing advisor. The senior policing advisor is an individual with professional policing knowledge who will provide the PCC with advice at an appropriate level from a policing perspective. The Chief Executive Officer (CEO) of the College of Policing, His Majesty's Inspectors (HMIs) and CC members of National Police Chiefs' Council (NPCC) are all eligible to perform the role of senior policing advisor. Recently retired CCs may also perform this role. If a recently retired CC is acting as senior policing advisor, it is recommended the individual has retired within the previous two years unless they have relevant experience in UK policing or the wider criminal justice system since retirement which demonstrates their ability to operate as a credible strategic leader. CCs may wish to consider including a senior policing advisor in their appointment panel for DCC and ACC roles although this is not a requirement.

- The appointment panel should be suitably experienced and competent to assess suitability of a senior police leader and understand the needs of the force and its community
- The appointment panel for all chief officer appointments must include an independent member
- The appointment panel for a CC vacancy must include a senior policing advisor

- The appointment panel should receive briefing/training in selection and assessment practices prior to a chief officer appointment process, specifically assessment principles, assessment methodology, assessment criteria and rating scales and assessment logistics
- Appointment panel members should be actively inclusive and explicitly mindful of barriers and biases that could influence their assessment
- Pre-appointment panel member briefing/training should be provided by a suitably qualified person

Decision making

The appointment process should use a robust decision-making model based on evidence of the agreed assessment criteria. PCCs/CCs will need to identify how ratings are collated and identify a point which distinguishes between a candidate who has met the standard and not met the standard. The decision on who to appoint is the responsibility of the PCC/CC, but they should base their decision on the assessments made by the appointment panel and information gained through the appointment process to demonstrate decision making is based on merit.

- The same decision-making model should be applied consistently across all candidates

Feedback

All candidates who participate in a chief officer appointment process should receive clear and timely feedback so they can build it into their continuous professional development. Feedback should consist of a constructive evaluation of their performance in the appointment process based on their performance in all assessment components. Feedback should be timely and can be provided in a written format, via telephone or face to face. PCCs and CCs should also capture feedback from candidates undertaking their appointment processes.

- Feedback should accurately reflect what a candidate said and did in the appointment process

- Individuals providing feedback must have received training about how to deliver effective constructive feedback

Scrutiny

The process to appoint a chief officer will be subject to a process of scrutiny throughout the appointment process and following the identification of the preferred candidate/s.

The appointment of a CC will be made by a PCC subject to a confirmation hearing by the PCP who will satisfy themselves the process was properly conducted, adhered to the principles of merit, fairness and openness and the preferred candidates meets the requirements of the role.

In accordance with the policing protocol CCs should consult with the PCC on their proposed chief officer appointment.

The College will produce an annual report to summarise national chief officer appointment activity, including the number of appointments that have taken place, anonymised biographical summary data relating to applications and appointments, themes arising from appointments etc.

- All chief officer appointment processes must be scrutinised to ensure they comply with the principle of merit, fairness, and openness
- PCPs have power of veto of a PCC's first preferred candidate

Induction and onboarding

Following a chief officer appointment process a PCC/CC should ensure that an induction plan is developed to support the onboarding process. This will provide newly appointed chief officers with early and ongoing support, guidance and learning to transition effectively into their new role and force. Feedback from the appointment process can be used to inform an individual's continuing professional development.

- Induction activities should be designed to reflect the needs of the individual and their force

About the College

We're the professional body for the police service in England and Wales.

Working together with everyone in policing, we share the skills and knowledge officers and staff need to prevent crime and keep people safe.

We set the standards in policing to build and preserve public trust and we help those in policing develop the expertise needed to meet the demands of today and prepare for the challenges of the future.

college.police.uk

Chief Constables' Council

Rapid Video Response – Support for National roll out of capability.

6 December 23/ Regional – Session 1

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Author:	David Westby
Force/Organisation:	Office of the Chief Scientific Adviser NPCC
Date Created:	25 October 2023
Coordination Committee:	National Crime CC
Portfolio:	Domestic Abuse
Attachments @ para	App A and B
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1. DECISION REQUIRED

- 1.1. You'll be aware of the innovation in Kent Police where following research and evaluation there was evidence to support initial contact by first responders over video link with victims of domestic violence and abuse. The success of the Kent pilot has spread across policing both nationally and internationally. This has caused a demand on Kent resources that is not sustainable.
- 1.2. Decisions required are:
 - To adopt (or not) Rapid Video Response is a national practice.
 - To agree on the preferred option for the national roll out.

2. BACKGROUND

- 2.1. In 2018 HMICFRS described police forces inability to service non-emergency calls, which pre-empted Kent Police exploring alternative options to a physical response to deal with victims of domestic abuse.
- 2.2. This work resulted in the development of Rapid Video Response (RVR) which provides a video front line officer to a call for service relating to domestic abuse, instead of a delayed (or scheduled) physical response. (see appendix A Kent Proof of Concept Summary)



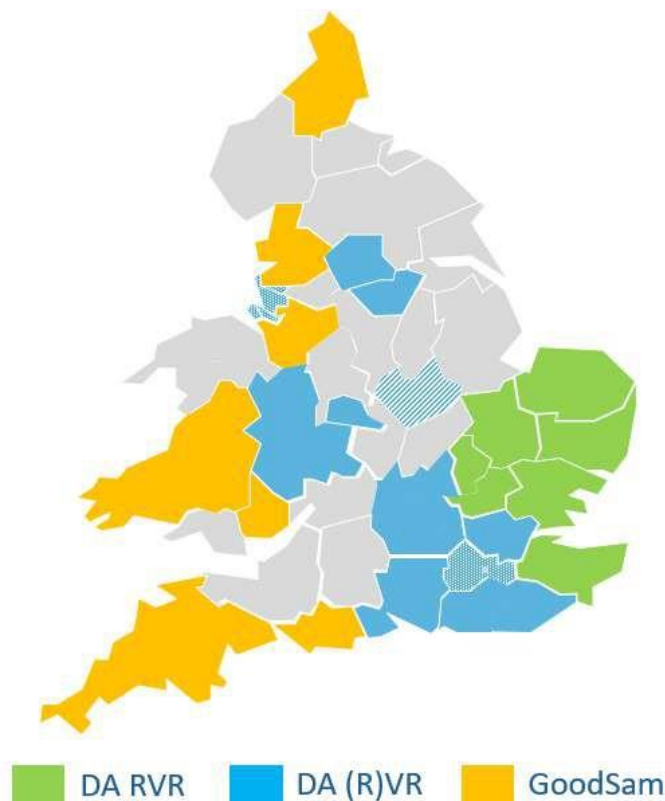
2.3. Kent have deployed a Video Response when it was chosen by the victim for 2172 calls. Evaluation of the proof-of-concept work in Kent captured the positive impact of RVR.

RVR v BAU	BAU	RVR
Average response to non-emergency DA Calls for service	32 hrs	3 mins
Average time officer engaged dealing with incident	3.25hrs	2.2hrs
Positive CJ Outcomes	64%	84%

- 100% accurately recorded 'Voice of the Child'.
- 8620 hrs saved – reinvested.
- 100% staff feel valued and equipped.
- Increased quality and timeliness of referrals to partners.

2.4. Rapid Video Response has been officially deployed within seven forces, with a further eleven forces developing towards video response to domestic incidents. In addition to the 18 forces offering some form of VR to domestic abuse, of the remaining 27 forces these seven also have GoodSam already within force.

Fig1.Capability maturity map.

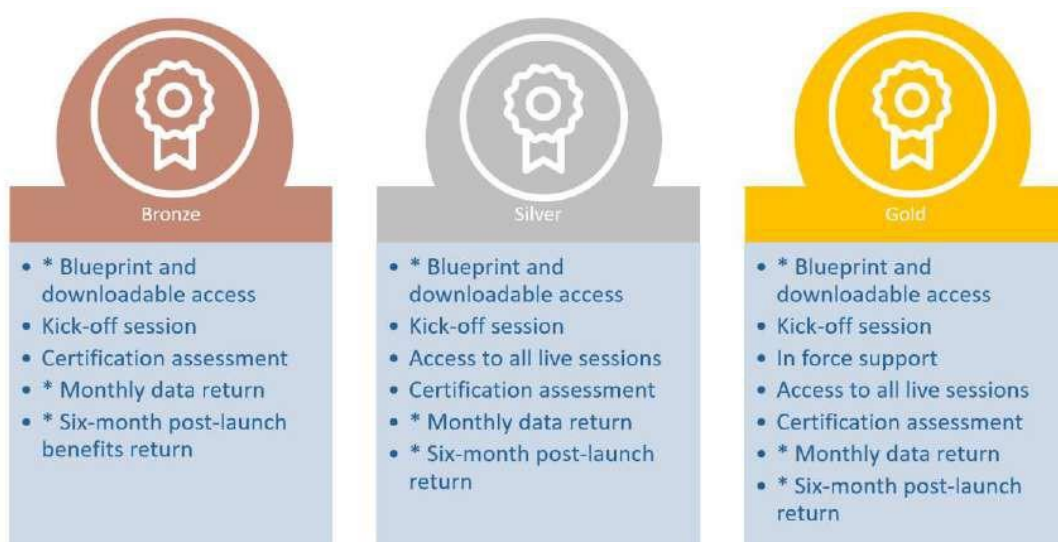


2.5. The College of Policing have funding from the Cabinet Office to evaluate RVR in a number of the forces that are replicating the Kent approach and to also evaluate slower time video response (VR). We would welcome engagement from forces who would be willing to participate in the evaluation. The evaluation of the two response options will inform the practitioner guidance ensuring that the new capability is victim focused.

1. NEXT STEPS

- 1.1. In October 2023 the Chief Scientific Advisor for Policing, Professor Paul Taylor, chaired a RVR roundtable meeting attended by representatives from the following National Portfolios and organisations.
 - National Crime CC
 - Domestic Abuse
 - Contact Management
 - Response
 - Local Policing CC
 - Digital Public Contact
 - VAWG
 - College of Policing
 - Home Office – National Police Capabilities Unit
- 1.2. The purpose of the roundtable was to explore options for the national roll out of RVR as a capability for all forces. Those options are detailed below.
- 1.3. Kent Police have produced a detailed blueprint used in the roll out across the collaborated forces in the Eastern region. Whilst this has proved to be successful it is not sustainable or appropriate to expect Kent Police to coordinate and deliver a national roll out.
- 1.4. The NPCC Violence Against Women and Girls Portfolio (VAWG) are supportive of RVR and actively promote the use of this approach in their engagement with Forces.
- 1.5. The following potential deployment model coordinated by the Digital Public Contact Team acting as the NPCC delivery vehicle was discussed during the roundtable. (See Appendix B – DPC Proposal)

fig2. Potential deployment model



- 1.6. The College of Policing agreed at the Roundtable Meeting to lead on developing national practitioner guidance for Rapid Video Response.
- 1.7. The College of Policing have planned to complete further evaluation of slower time video response (VR) in conjunction with rapid video response (RVR). The evaluation of the two response options will inform the practitioner guidance ensuring that the new capability is victim focused.

2. NATIONAL ROLL-OUT OPTIONS

Fig3. Options table

1. Do nothing	2. Release the blueprint only
<ul style="list-style-type: none"> • Benefits <ul style="list-style-type: none"> • A light touch from centre on RVR implementations. • Risks <ul style="list-style-type: none"> • Forces will implement RVR from second-hand knowledge, coupled with a lack of oversight to ensure the minimum standards are adhered to. • The Eastern Region will continue to receive unsustainable amounts of contact regarding implementation. 	<ul style="list-style-type: none"> • Benefits <ul style="list-style-type: none"> • Forces receive empirically-validated processes and practices to realise the benefits of RVR and achieve a better fit of implementation. • Risks <ul style="list-style-type: none"> • Forces may abridge the guidance locally, and reduce some core concepts of RVR such as the immediacy, diminishing the benefits for the victim and possibly even creating reputational harm for policing. • The Eastern Region will continue to receive unsustainable amounts of contact regarding implementation.
3. DPC support with no data req.	4. DPC support with mandatory data
<ul style="list-style-type: none"> • Benefits <ul style="list-style-type: none"> • Supported and certified RVR roll-out, ensuring consistency of service to victims and high-level benefits to policing. • Forces can implement and determine their own performance framework. • Risks <ul style="list-style-type: none"> • Benefits of the DPC roll-out cannot be assessed beyond certified compliance and numbers of forces meeting this criteria. 	<ul style="list-style-type: none"> • Benefits <ul style="list-style-type: none"> • Supported and certified RVR roll-out, ensuring consistency of service to victims and maximised benefits to policing. • Risks <ul style="list-style-type: none"> • Adds a (potentially unfunded) performance overhead to implementations, both upcoming and existing. • Adds significant cost to the resources needed to realise the centralised collation and presentation of the statistics.

- 2.1. The Roundtable agreed that Option 3 – DPC Support with no data requirement is the preferred option.

3. PROPOSED GOVERNANCE STRUCTURE

- 3.1. It is proposed that whilst the implementation of rapid video response as a capability to improve the police response to victims of Domestic Abuse would be undertaken by the Digital Public Contact Team, NPCC sponsorship would be achieved by reporting into the National Crime Coordination Committee and for strategic oversight into the Local Policing Coordination Committee.
- 3.2. Controlled testing and evaluation of video officers being deployed as a wider response option will be required prior to the transition to BAU and coordinated through the Local Policing Coordination Committee

4. RESOURCE PREDICTIONS

- 4.1. Discussions are ongoing with the HO National Police Capabilities Unit (NPCU) in respect of reallocation of funds to the Digital Public Contact Portfolio to resource an RVR Coordination Team, should Option 3 be endorsed. To be clear no funding has been allocated at the time of writing and will be considered as part of the wider 2024/2025 Home Office policing allocation.

Fig4. Resource proposal

	Resources during phases			
	Pre-Discovery	Discovery	Tranche 1	Tranches 2+
	<ul style="list-style-type: none"> 1x Experienced SME support (part-time - 25%) 	<ul style="list-style-type: none"> 2x RVR SME (RVR officer and co-ordinator) 1x RVR Senior (P/T – 60%) 1x RVR PO (P/T – 20%) 1x Experienced SME support (P/T - 33%) 1x Project Manager (P/T – 15%) Ad hoc contractors – analytical and surveying specialisms 	<ul style="list-style-type: none"> 2x RVR SME 1x RVR Senior (P/T– 60%) 1x RVR PO (P/T - 20%) Ad hoc contractors 	<ul style="list-style-type: none"> 2x RVR SME Ad hoc contractors
	With data return			
		<ul style="list-style-type: none"> 2x Business Analysts PowerBI Specialists 	<ul style="list-style-type: none"> 2x Business Analysts PowerBI Specialists 	<ul style="list-style-type: none"> 2x Business Analysts
Costings	Q4 23/24 £150,000		Q1 24/25 to Q3 25/26 £1.3m	

5. STEPS TO BE TAKEN

5.1. If supported by Chiefs, DPC will:

- If supported by Chiefs, DPC will:
- Work with the NPCU to secure identified finances as part of the 2024/2025 Home Office policing allocation
- Identify resources for the RVR Coordination Team
- Work with the Forces to identify requirements for support and build a detailed programme of work.
- Work with the VAWG portfolio to formalise reporting into the National Crime Coordination Committee, Local Policing Coordination Committee and Chiefs Council

5.2. Extension to the RVR deployment for DA incidents will include the Digital Public Contact Team building an efficient approach to accelerate adoption of wider use when evaluation has taken place and efficiencies are identified.

Dave Westby and Paul Taylor

Office of the Chief Scientific Adviser

Rapid Video Response



**Kent
Police**



CAMBRIDGE
Jerry Lee Centre of
Experimental Criminology



CAMBRIDGE CENTRE FOR EVIDENCE-
BASED POLICING ltd



**Kent
Police**

Protecting and serving the people of Kent

- Immediate video front line officer “first response” to a call for service, instead of a delayed (or scheduled) physical response.
- A fast, direct and optional response for victims’ calls for help *when* they call for help – providing an outstanding quality service.
- Replicates what we do on the front line by utilising GoodSAM video or a telephone call to improve the victim journey and protect victims from harm.

[Videos — Cambridge Centre for Evidence-Based Policing Ltd. \(cambridgeebp.co.uk\)](http://cambridgeebp.co.uk)

Rapid Video Response



Immediate Video Service vs. A Traditional Delayed Physical Attendance:
Caller Satisfaction, Cost-Effectiveness & Outcomes
in a Randomised Control Trial

Domestic
Abuse

Offender
not
present

Priority/Appt
call grade

Live call

Safe & able
to use
technology

Opt-in



999/101 Telephone call into Control room

Call taker service call, triaging & grading the call which is identified for RVR prior to the caller clearing the line.



Call transferred to Dispatcher

Risk assessment undertaken, victim's preference discussed with victim & call flagged to RVR officer.



Rapid Video response

RVR officer texts victim who "clicks on the link" and is immediately transferred to RVR officer on video, who conducts the first response.

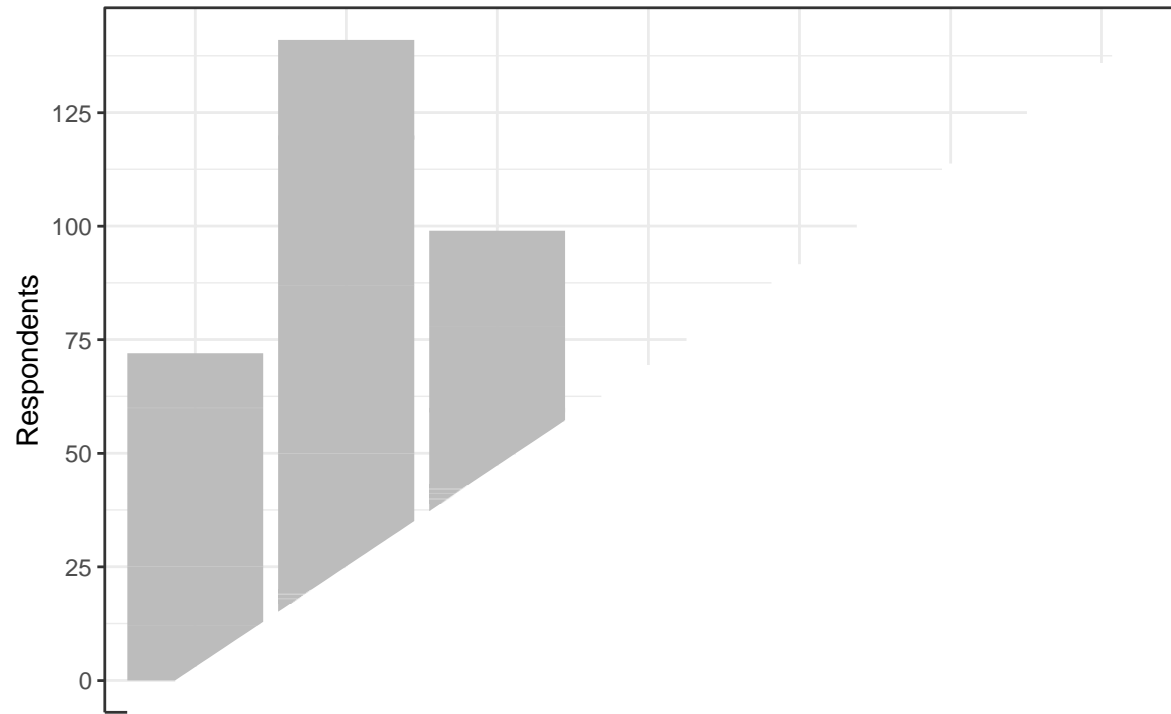
- Prior consent obtained
- 10 day wait time between call and first interview attempt to allow police engagement
- Maximum of 13 interview attempts
- First successful contact becomes final attempt unless victims consents to future contact
- Excellent interviewers
- High success rate >80% overall and for Female Intimate Partner group

Interview Topics

- Reason for calling
- Seriousness
- Anxiety
- Satisfaction
- If the time delay caused problems
- Future contact preferences
- Trust and Confidence

Outcomes

- Arrests
- Response times
- Investigation outcomes



Age

Ethnicity

n = 407

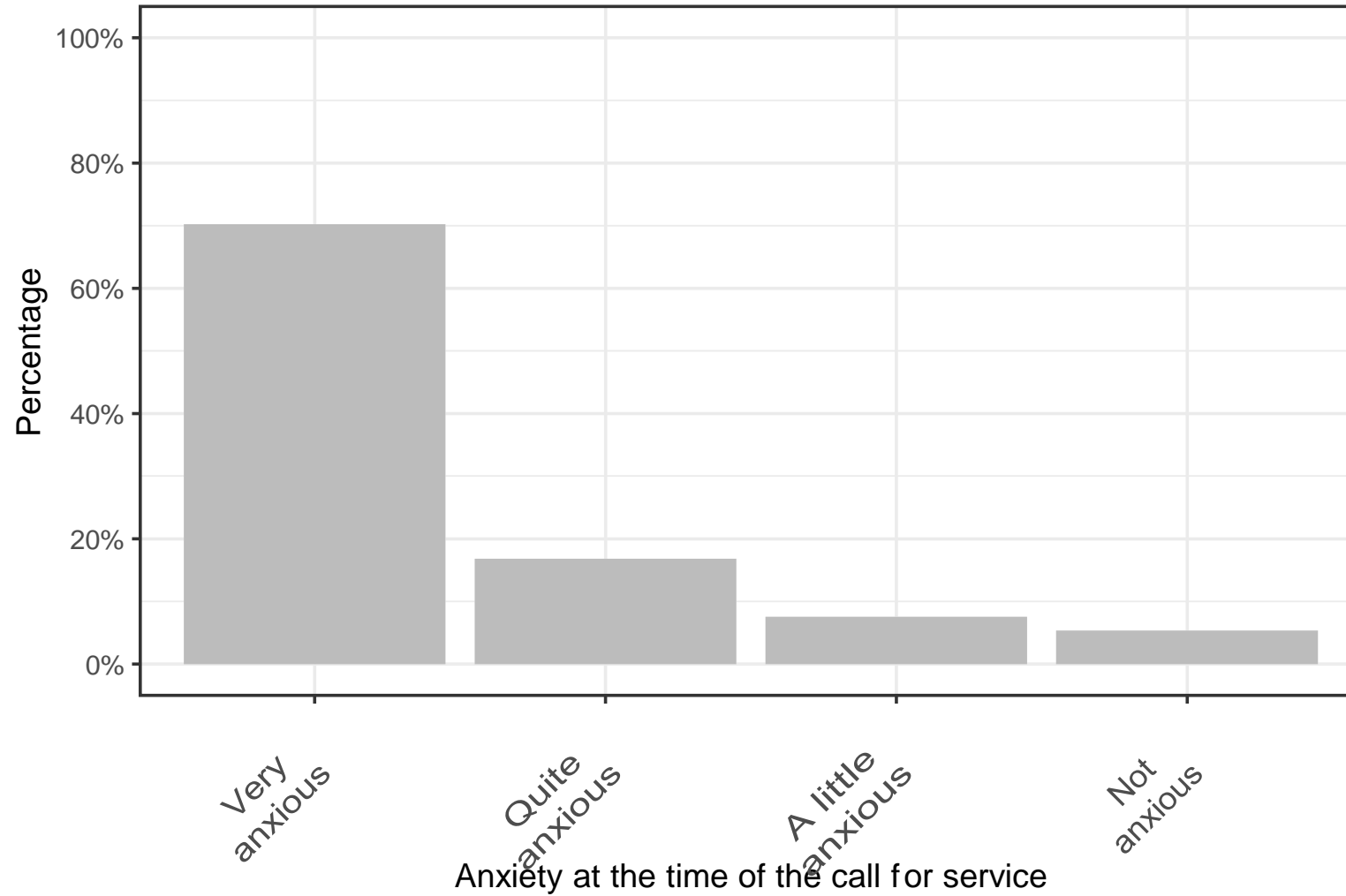
84.5% White British

Disability

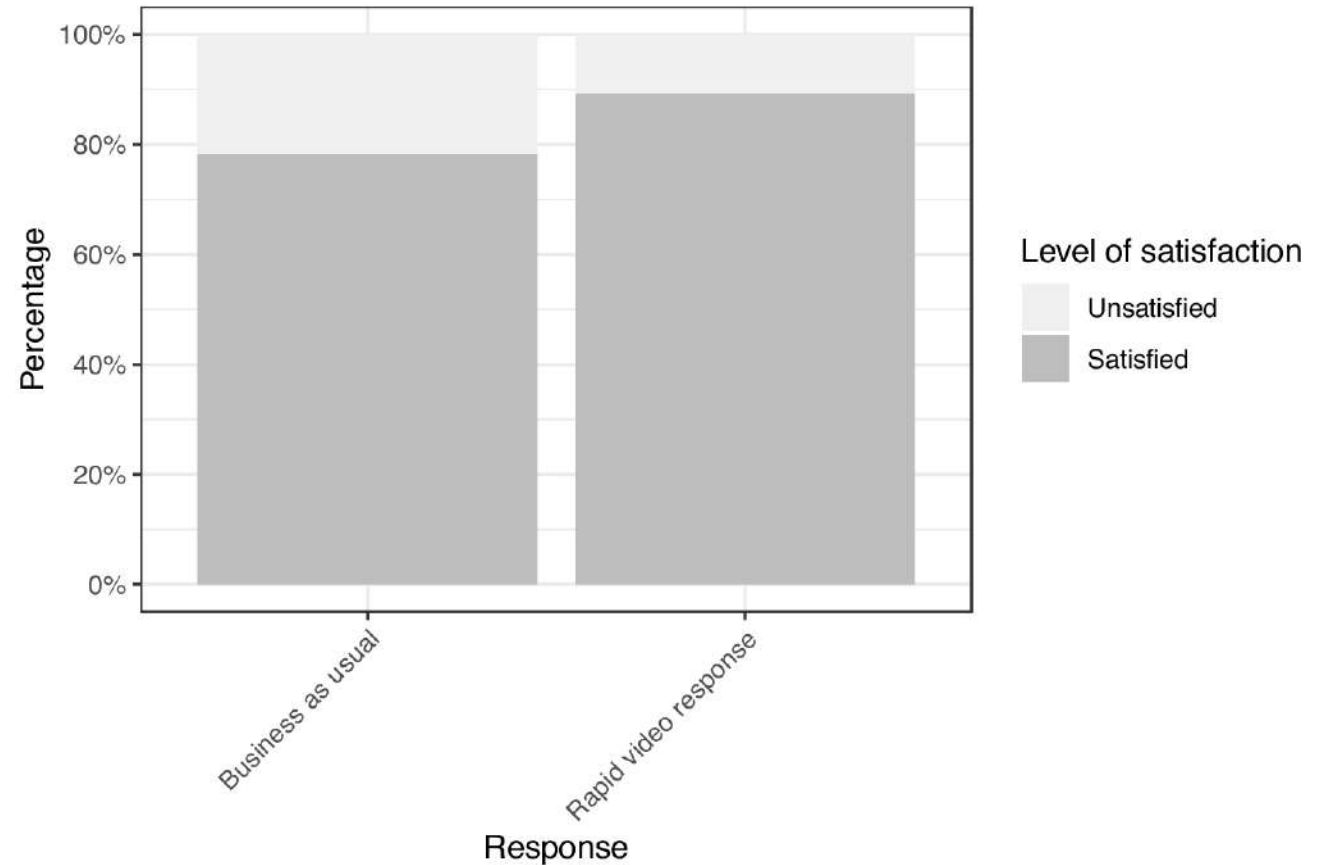
n = 408

32% Answered 'Yes'

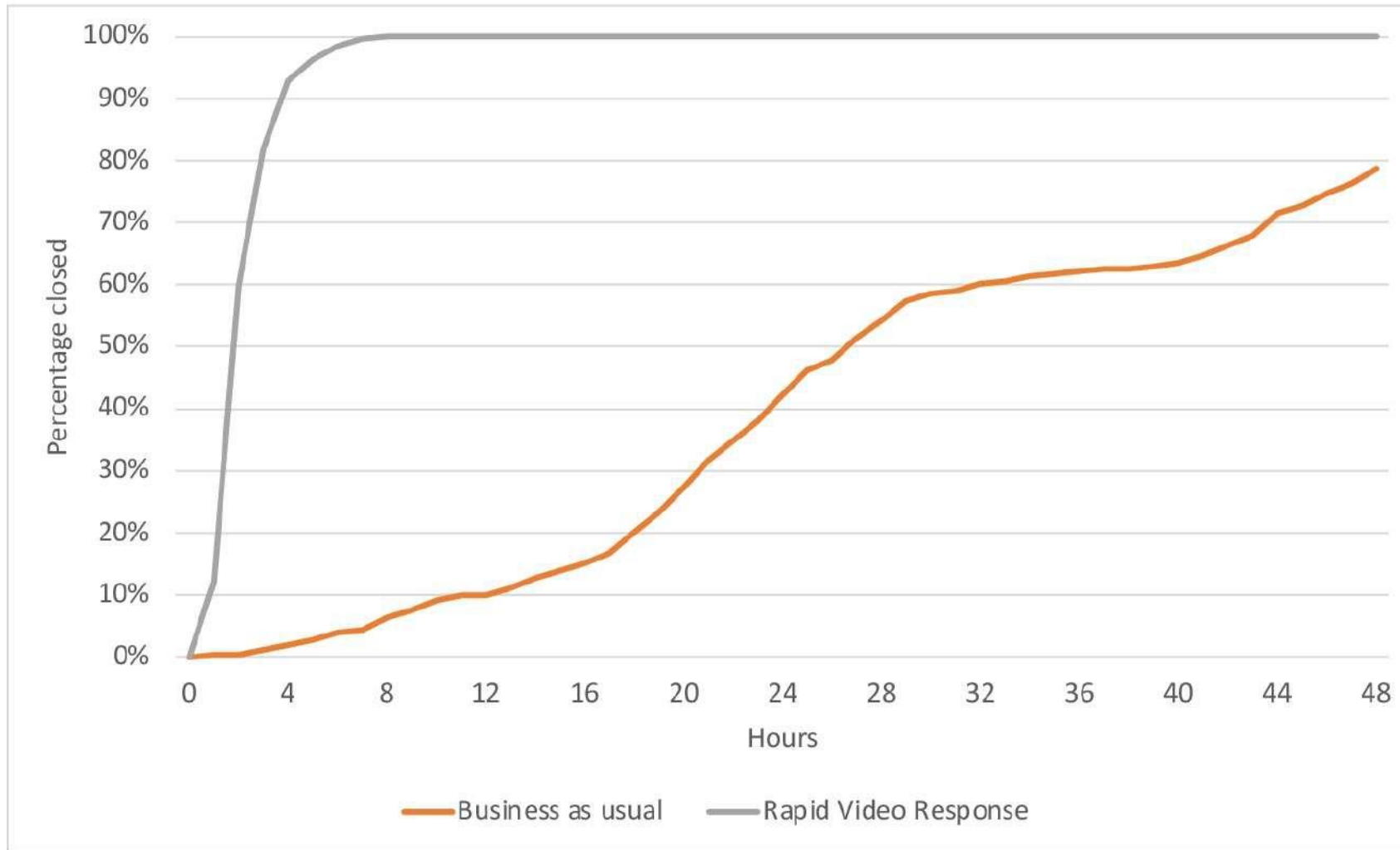
Results – Anxiety at the time



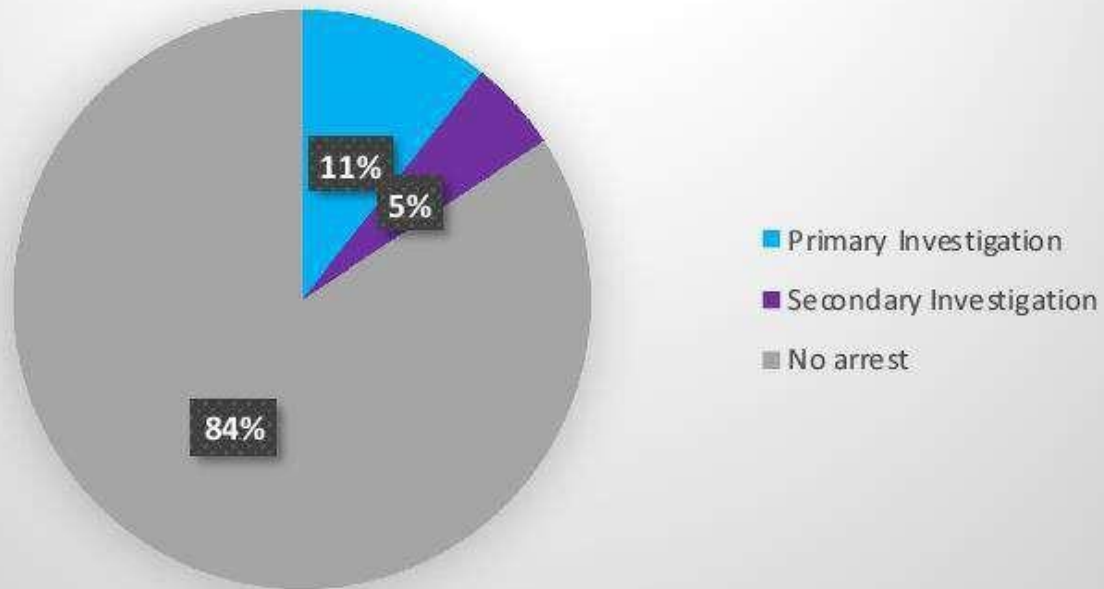
- No statistically significant difference in aggregate.
- However, satisfaction is higher for largest group: female intimate victims ($X^2 (1, N = 277) = 6.12, p = .01$).
- Trust and Confidence increased & anxiety decreased for RVR victims.



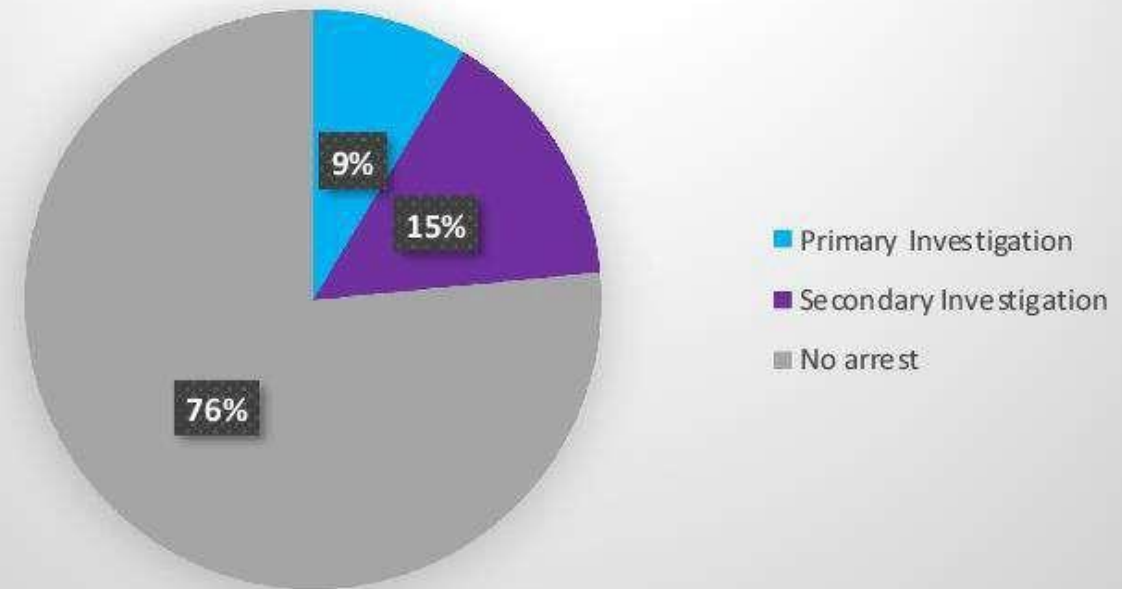
Results – Victim wait time



Business as usual



Rapid video response



Delay in responding for victims

- **RVR – 3 mins**
- **BAU – 32 hours 49 minutes**
 - 14 hrs 51 mins (Priority)
 - 36 hrs 11 mins (Appt)

Officer Efficiency – officer time

- **RVR – 2 hours 2 minutes**
- **BAU – 3 hrs 25 mins**
- BAU (priority) – 5 hrs 21 mins

Operational benefits & conclusion



- **Expedited service** – Immediate response, faster referrals to partners
- **Victim Centred Service** - victim choice
- **Reduced risk** – Faster response for RVR & for those awaiting attendance
- **Opportunities to collaborate with partner agencies** – IDVA test
- **Improved timeliness** – faster capture & recording of evidence/footage.
- **No reduction in outcomes** – Final closure outcomes comparable for RVR
- **Increased opportunities** - for expedited relentless pursuits
- **Resourcing efficiencies** – No need to re-assess outstanding calls for risk.
Resourced with restricted officers/WFH

2172 RVR calls serviced

99% victim satisfaction

84% positive CJ outcome v 64% BAU

100% accurately recorded 'Voice of the Child'

8620 hrs saved - reinvested

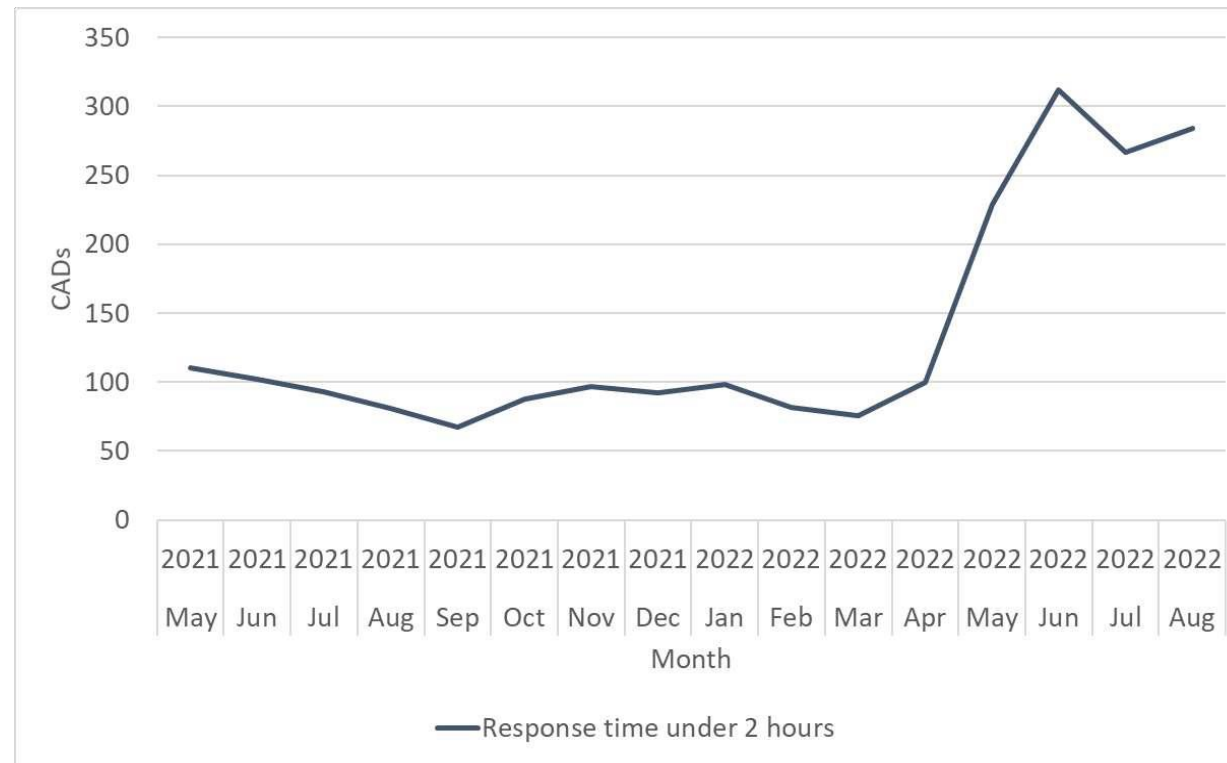
100% staff feel valued and equipped

Increase in quality and timeliness of referrals to partners

The DA Hub – post implementation analysis



Prior to RVR under 100 cases were responded to in under 2 hours, now it is has risen to 350.



Rapid Video Response

National Roll-Out: DPC Approach

October 2023



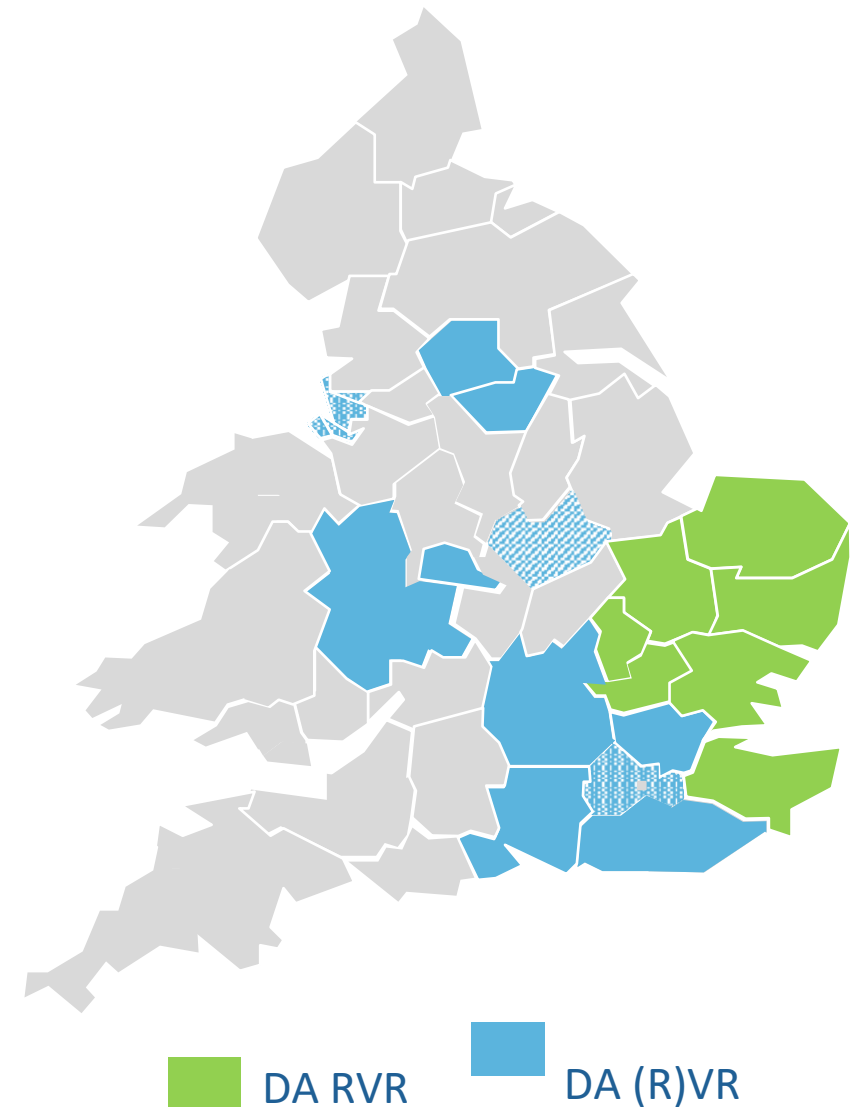
Current Deployments of RVR

Rapid Video Response has been officially deployed within these seven forces:

- Kent
- Essex
- Bedfordshire
- Hertfordshire
- Cambridgeshire
- Norfolk
- Suffolk

In addition, these 11 forces have some development towards video response to domestic abuse incidents:

- West Midlands
- West Yorkshire
- Hampshire
- South Yorkshire
- Surrey
- Sussex
- Thames Valley
- West Mercia
- Merseyside (in development)
- Metropolitan (in development)
- *Leicestershire (post-incident video response)*

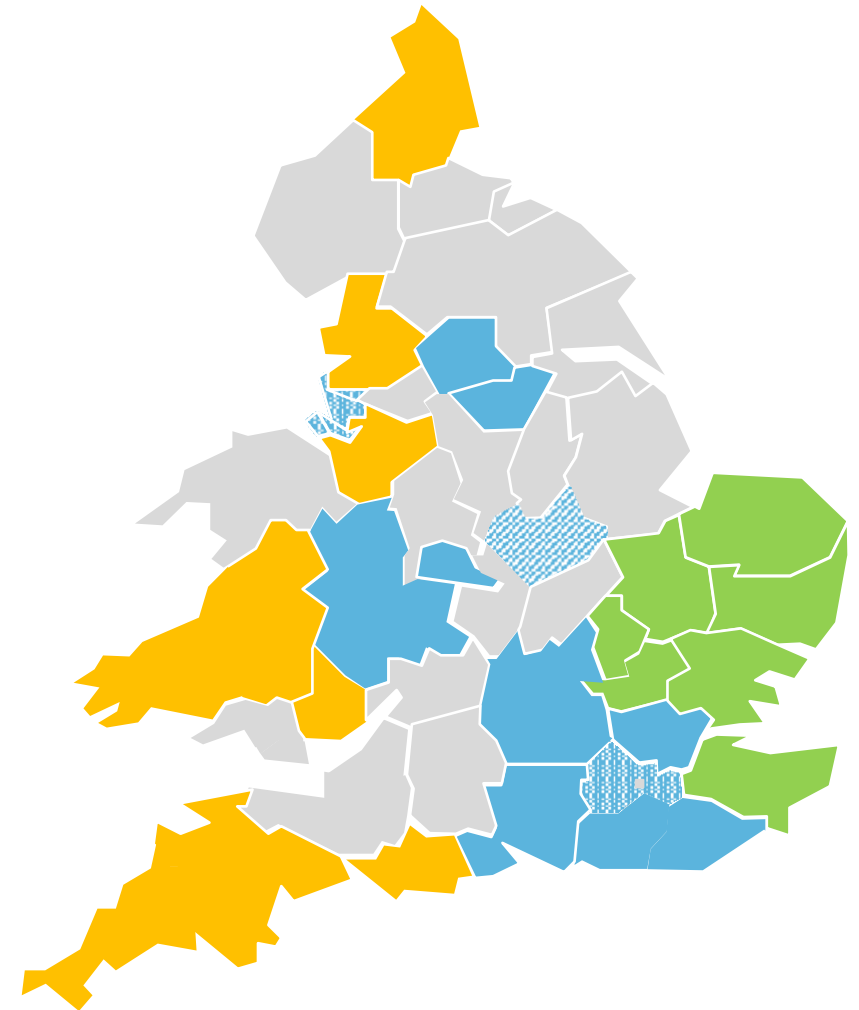


Preparedness – GoodSam Availability

In addition to the 18 forces offering some form of VR to domestic abuse, of the remaining 27 forces these seven also have GoodSam already within force:

- Cheshire Constabulary
- Devon & Cornwall Police
- Dorset Police
- Dyfed Powys Police
- Gwent Police
- Lancashire Constabulary
- Northumbria Police

Note: RVR is not platform-specific and other forces may have different two-way



video-sharing

platforms that

meet the minimum criteria.

DA RVR

DA (R)VR

GoodSa
m

Programme Objectives for Delivering RVR Nationally

Primary



Provide first-line, expert-level responses to force enquiries about applying RVR to domestic abuse incidents.



To support the implementation of RVR in forces in a structured, assisted manner, to ensure maximum benefits – and minimise risks – to victims of DA.



To further enhance and develop the blueprint material, to merge with best practice from DPC, for a rounded deployment package.



To quality-assess and certify RVR deployments in line with the blueprint, still allowing for localisation.

Secondary



To facilitate central performance and quality data gathering for RVR within the programme.

To be determined within the main discovery phase, but in addition to the day-by-day support the likely DPC overlay would entail:

- **Enhanced reference material**
 - **Playbook:** A simplified introductory document to outline the service, its benefits and operational requirements to key stakeholders in force.
 - **Operating model:** Deployment process map, typical project plan, readiness checklist, and other supporting material.
 - **Blueprint enhancement and revision:** To further rationalise and improve on the existing material, with new material from further lessons learned.
 - **Communications content:** To promote RVR internally and externally.
- **Structured support**
 - **Workshops and training:** Including phased schedule of support access and recorded sessions.
 - **A Knowledge Hub presence:** To share documentation and build a community.
- *** Benefits monitoring**
 - **Performance dashboard:** To measure benefits from the national roll-out and provide force-by-force comparators.



Potential Deployment Model



Bronze

- * Blueprint and downloadable access
- Kick-off session
- Certification assessment
- * Monthly data return
- * Six-month post-launch benefits return



Silver

- * Blueprint and downloadable access
- Kick-off session
- **Access to all live sessions**
- Certification assessment
- * Monthly data return
- * Six-month post-launch return



Gold

- * Blueprint and downloadable access
- Kick-off session
- **In force support**
- Access to all live sessions
- Certification assessment
- * Monthly data return
- * Six-month post-launch return

- **21 months' access to support**
 - Seven three-month deployment cycles, supporting up-to 28 forces with gold service (four per tranche), and slots for two silver and two bronze forces per tranche.
- **Initial three-month discovery period**
 - Full landscape review
 - Programme documentation production
 - Deployment model visualised
 - Piloting material with non-official RVR forces
 - *Receive RVR training (if not RVR trained)*
 - * Knowledge Hub environment built
 - * Performance structure and returns baselined
- **Post-delivery**
 - Data requirements and processing may need further funding or alignment of

resources to continue ingestion.

Offering Timeline - Visualised

Official



DPC RVR timeline – 03.10.2023

Milestone
Task in progress Task complete Delivery phase

FY 2023 / 2024		FY 2024 / 2025				FY 2025 / 2026			
Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
Pre-Discovery									
RVR team stand up		Discovery	Tranche 1 cohort	Tranche 2 cohort	Tranche 3 cohort	Tranche 4 cohort	Tranche 5 cohort	Tranche 6 cohort	Tranche 7 cohort
Landscape data mapping		Landscape review	Gold force 1	Gold force 1	Gold force 1	Gold force 1	Gold force 1	Gold force 1	Gold force 1
Publication of blueprint		Deployment model visualised	Gold force 2	Gold force 2	Gold force 2	Gold force 2	Gold force 2	Gold force 2	Gold force 2
		Pilot material with non-official RVR forces	Gold force 3	Gold force 3	Gold force 3	Gold force 3	Gold force 3	Gold force 3	Gold force 3
		RVR training (if required)	Gold force 4	Gold force 4	Gold force 4	Gold force 4	Gold force 4	Gold force 4	Gold force 4
			Silver force 1	Silver force 1	Silver force 1	Silver force 1	Silver force 1	Silver force 1	Silver force 1
			Silver force 2	Silver force 2	Silver force 2	Silver force 2	Silver force 2	Silver force 2	Silver force 2
		Knowledge hub environment built	Bronze force 1	Bronze force 1	Bronze force 1	Bronze force 1	Bronze force 1	Bronze force 1	Bronze force 1
		Performance structure & returns baseline	Bronze force 2	Bronze force 2	Bronze force 2	Bronze force 2	Bronze force 2	Bronze force 2	Bronze force 2
		Power BI dashboard setup							
		Tranche 1 Prep	Tranche 2 Prep	Tranche 3 Prep	Tranche 4 Prep	Tranche 5 Prep	Tranche 6 Prep	Tranche 7 Prep	Close down

1

If the approach is agreed, what are the next steps prior to the DPC personnel structure being in place?

1. What is the final ratification timeline?
2. Should the blueprint be released generally ahead of resources being in place?

2

With the presumption that forces are implementing RVR as an optional service, will a set data return to measure performance and benefits be mandatory – even retrospectively for forces already providing this?

Resource Predictions

	Resources during phases			
	Pre-Discovery	Discovery	Tranche 1	Tranches 2+
	<ul style="list-style-type: none"> 1x Experienced SME support (part-time - 25%) 	<ul style="list-style-type: none"> 2x RVR SME (RVR officer and co-ordinator) 1x RVR Senior (P/T – 60%) 1x RVR PO (P/T – 20%) 1x Experienced SME support (P/T - 33%) 1x Project Manager (P/T – 15%) Ad hoc contractors – analytical and surveying specialisms 	<ul style="list-style-type: none"> 2x RVR SME 1x RVR Senior (P/T– 60%) 1x RVR PO (P/T - 20%) Ad hoc contractors 	<ul style="list-style-type: none"> 2x RVR SME Ad hoc contractors
		With data return		
		<ul style="list-style-type: none"> 2x Business Analysts PowerBI Specialists 	<ul style="list-style-type: none"> 2x Business Analysts PowerBI Specialists 	<ul style="list-style-type: none"> 2x Business Analysts
Costings	Q4 23/24		Q1 24/25 to Q3 25/26	

SME: Subject Matter Expert

A specialist able to liaise between the programme and forces, to share best practice and understand the needs within the topic area.

RVR PO: RVR Product Owner

The senior lead for the RVR project, to guide on the overall best implementation steps to achieve maximum benefits.

£150,000

£1.3m

National Roll-Out Options

1. Do nothing

- **Benefits**

- A light touch from centre on RVR implementations.

- **Risks**

- Forces will implement RVR from second-hand knowledge, coupled with a lack of oversight to ensure the minimum standards are adhered to.
- The Eastern Region will continue to receive unsustainable amounts of contact regarding implementation.

2. Release the blueprint only

- **Benefits**

- Forces receive empirically-validated processes and practices to realise the benefits of RVR and achieve a better fit of implementation.

- **Risks**

- Forces may abridge the guidance locally, and reduce some core concepts of RVR such as the immediacy, diminishing the benefits for the victim and possibly even creating reputational harm for policing.
- The Eastern Region will continue to receive unsustainable amounts of contact regarding implementation.

3. DPC support with no data req.

- **Benefits**

- Supported and certified RVR roll-out, ensuring consistency of service to victims and high-level benefits to policing.
- Forces can implement and determine their own performance framework.

- **Risks**

- Benefits of the DPC roll-out cannot be assessed beyond certified compliance and numbers of forces meeting this criteria.

4. DPC support with mandatory data

- **Benefits**

- Supported and certified RVR roll-out, ensuring consistency of service to victims and maximised benefits to policing.

- **Risks**

- Adds a (potentially unfunded) performance overhead to implementations, both upcoming and existing.
- Adds significant cost to the resources needed to realise the centralised collation and presentation of the statistics.

1. Form the team only

- **Benefits**

- Protects the model from being applied by some forces ahead of the formal route.
- Access given at the most appropriate time.

- **Risks**

- Particularly eager forces will implement RVR from second-hand knowledge, coupled with a lack of oversight to ensure the minimum standards are adhered to.
- Forces with the blueprint at any stage of the process may share it with other forces.

2. Release the blueprint

- **Benefits**

- Forces receive empirically-validated processes and practices to realise the benefits of RVR and achieve a better fit of implementation.

- **Risks**

- Forces may abridge the guidance locally, and reduce some core concepts of RVR such as the immediacy, diminishing the benefits for the victim and possibly even creating reputational harm for policing.
- May be more difficult to push them in the right direction to conform with the model after the fact.

Session 4

Session	Topics	Lead
Session 4 13:45 – 14:30	NPCC Response to the HMICFRS 'Getting a Grip' Report	Michelle Skeer and Richard Lewis Slides in the pack

Chief Constables Council

6TH December 2023

CC Richard Lewis

Chair PMCC

6th December 2023



Executive Summary

It is proposed that discussion takes place in respect of recommendations 4a, 4b and 6 of the PEEL Spotlight Report Getting a Grip to inform the PMCC response to HMICFRS on behalf of the NPCC.

Recommendation 4a

By January 2024, the National Police Chiefs' Council should identify all performance frameworks in place at a national level with a view to creating a single performance framework covering core aspects of police performance.

Recommendation 4b

By July 2024, the National Police Chiefs' Council should develop a plan to implement a national performance framework, with a timescale for implementation.

Recommendation 6

By January 2024, chief constables should review their force's performance frameworks and governance processes to reassure themselves that the force is:

- collecting and analysing the right data to help it to understand and improve its performance; and
- integrating a culture of evaluation into performance and improvement activity at all levels.

NPCC strategic objectives that your topic supports

Strategic Objective 1 – Provide collective operational coordination and delivery on critical areas of business and emerging threats on behalf of the service.

Strategic Objective 2 – Ensure the views of the service are represented throughout decision making and governance structures, shaping future investment, service delivery and performance management.

Strategic Objective 3 – Develop multi-agency partnerships to mitigate circumstances which lead to crime and criminality, whilst developing a whole systems approach to policing partnerships and criminal justice to safeguard communities.

Strategic Objective 5 – Enable police forces and partners to shape and access important national information and initiatives that help to protect local communities.



HMICFRS



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Fire & Rescue Services

HMICFRS PEEL Spotlight Reports

Recommendations

HMI Michelle Skeer

PEEL Spotlight reports



- Spotlight reports focus on findings from the 43 force PEEL inspection programme.
- Shine a light on national themes or look in more depth at specific issues.
- Aim to identify what is working well, what needs to change, and the main barriers to making improvements.
- Highlight examples of the promising and innovative practices so support national improvements.
- Make national recommendations for forces and national organisations e.g. NPCC, College of Policing and Home Office





His Majesty's Inspectorate
of Constabulary and
Fire & Rescue Services



National Themes Spotlight

Published July 2023

Police Performance – *Getting A Grip*

Police performance: Getting a grip



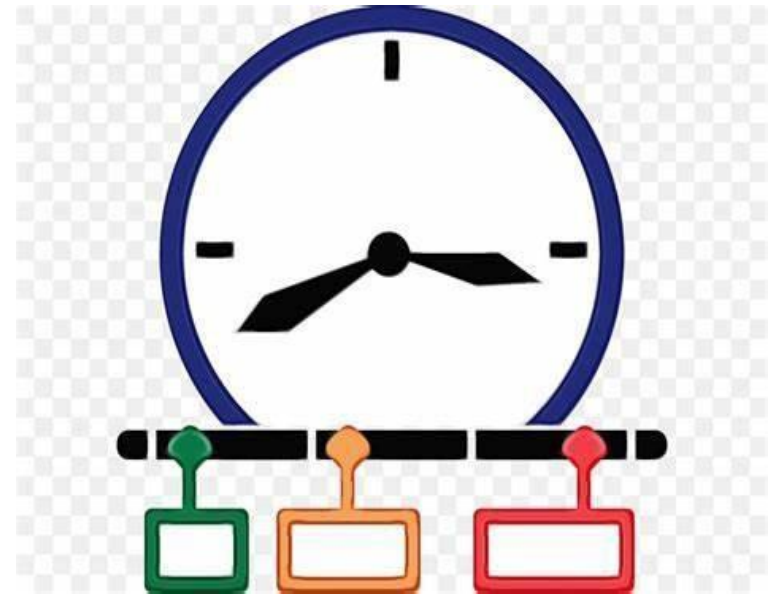
The report is written in two parts:

- Part 1 examines national themes from the 43-force programme
- Part 2 explores a problem with performance management, which underpins some of these themes
- A sharper focus on **performance management and better use of data** needed to improve service that forces give to victims of crime and the communities they serve.
- **6 national recommendations** – 3 for forces, others are for NPCC and Home Office



Issue: Attendance times

- Forces starting point for attendance times varies.
- National level comparison for improvement purposes is impossible.
- Local level - lack of detail on the difference in attendance times between rural and urban areas
- Recommendations made for NPCC and Home Office



Recommendation



By January 2024, the National Police Chiefs' Council should:

- agree a standard approach to how attendance times are measured in all forces; and
- set a national standard for attendance times.
- The National Police Chiefs' Council should make sure they consult with the Home Office to allow the timely collection of data once the standards are introduced.



Recommendation cont.



By January 2024, to allow an understanding of whether forces are meeting the national standard, the Home Office, in discussion with the NPCC, should develop a set of principles for the collection and analysis of force data.

By July 2024, the Home Office, in collaboration with the NPCC, should pilot the collection and analysis of attendance time data.

By January 2025, the Home Office should roll out the process for the collection, analysis and publication of attendance time data for all forces.



Progress



Agreed at Chiefs' Council: response times measured from the point at which the call is received.

The NPCC lead has consulted widely on a single national standard for attendance times ensuring all interdependencies are involved. An initial proposal requires further work and recirculation to Chiefs' Council.

National standard now required focusing initially on immediate calls - proposal to go to the Chiefs' Council at the earliest opportunity. Principles for data collection and publication will follow.

National standard for priority calls expected to take longer due to the added complexity.

Issue: Staff retention



High turnover of officers and staff affects the delivery of service to the public

Financial impact on forces – recruitment and training

Too many officers and staff are resigning in the first five years of service

Forces often failing to maximise and act on exit interview information

Recommendation made for forces



Recommendation



- By January 2024, forces should review whether they have effective processes in place to reduce the risk of skilled personnel leaving the organisation.

These should include:

- how they conduct exit interviews and use this information to identify patterns and trends in why people leave; and
 - how they identify people who are thinking of leaving and the action they take, where appropriate, to encourage them to stay.
-
- Processes should cover police officers, police staff, special constables and volunteers.



Progress



Forces seem to understand the need to have effective processes in place to reduce the risk of skilled personnel leaving.



Evidence of forces exploring and introducing 'stay' processes.



Evidence of reviewing their exit processes with the aim of improvement.



However, any new processes introduced need time fully embed. Remain concerned January 2024 target will not be met.



Issue: Well-being support



Enhanced support to officers and staff in high-stress roles or those experiencing trauma was increasing but was inconsistent.

Internal policies often in place, but not followed.

Experienced investigators told us they felt exhausted. They often felt responsible for their own well-being, with limited force support.

We have encouraged forces to review the use of the [Wellbeing of Investigators toolkit](#).



Recommendation



By January 2024, forces should review their proactive well-being support for officers and staff in high-stress roles and situations. They should make sure it includes targeted support that goes beyond mandatory annual psychological screening.



Progress



Forces seem to understand the need to improve support to those in high-risk roles.

Evidence of forces reviewing their policies and looking to expand the roles included AND support provided.

Wellbeing APP may support a better understand of the support that should be in place.



Issue: Data & performance management



- Right data not always being collected to understand and improve performance
- Forces not always collecting the data they need, in a way that allows them to take decisions, assess performance and understand the outcomes of activities.
- Lack of value placed on good-quality data
- Often operational teams have performance measures, but too many, which was confusing for some users



Issue: Data & performance management



- Poor performance management means forces can't plan well and results in the needs of the public not being met
- Performance management and planning are fragmented and often don't take a whole system approach
- Forces are poor at evaluating outcomes to identify what works and why



Recommendation



By January 2024, the National Police Chiefs' Council should identify all performance frameworks in place at a national level with a view to creating a single performance framework covering core aspects of police performance.

By July 2024, the National Police Chiefs' Council should develop a plan to implement a national performance framework, with a timescale for implementation.



Recommendation



By January 2024, chief constables should review their force's performance frameworks and governance processes to reassure themselves that the force is:

- collecting and analysing the right data to help it to understand and improve its performance; and
- integrating a culture of evaluation into performance and improvement activity at all levels.



Progress



- Some improvements seen in forces but they aren't comprehensive.
- Most forces now data rich and many use data fairly effectively (or are starting to).
- Forces are confident they are working on their priorities and can refine activity to achieve the best results.
- Some forces lag well behind in access to and use of data and run the risk of being left behind by forces seeking improvement and innovation.
- Forces still need to monitor the benefits of change and improvement, so they realise the benefits of change **and** continue to improve force performance.



Issue: Analytical capability



- Limited investment in IT systems and analysts.
- Many forces needed to invest in both the number and the skills of their data analysts.
- Effect of the pay gap between the public and the private sector for analysts.
- Policing must improve its ability to strategically map investment priorities at a local and national level.



Recommendation



By January 2024, the National Police Chiefs' Council should map all analytical capacity and capability across police forces in England and Wales, with a view to establishing where gaps exist.

By July 2024, the National Police Chiefs' Council should develop a plan to address the gaps identified, with a timescale for implementation.





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Questions?

Session 8

Session	Topics	Lead
Session 8 08:00 – 09:00	College of Policing <ul style="list-style-type: none">• Chief Officer Appointments (Review of Regional Feedback)• The Sergeant to Inspector Promotions Process• The Executive Leaders Programme	Andy Marsh Papers in the pack Background letter in the pack Verbal update



College of
Policing

Working together
to achieve your potential

Guidance for appointing chief officers

Overview of changes to chief officer appointment guidance

November 2023_1.4

Guidance	Updates and additions
Pre-appointment planning	<p>Reference amended to include value of HMIs ability to provide useful information to inform the design and delivery of a CC appointment:</p> <p>‘When a PCC is planning a CC appointment, they may consider contacting the HMI responsible for their region who can provide an overview of efficiency and effectiveness of the force. This information may help inform the design and delivery of the appointment process. The College can support this activity in advising how information provided by the HMI can be incorporated into assessment activities.’</p>
Application and shortlisting	<p>Reference amended to include value of HMIs ability to provide useful information to inform the design and delivery of a CC appointment:</p> <p>‘Following shortlisting of applicants, it may be helpful to consider asking a representative from HMICFRS to provide an overview of the PEEL reports from shortlisted applicants current force and how this reflects the information provided by HMI during the pre-planning phase.’</p>
Scrutiny	<p>Reference amended to reflect terminology of legislation and policing protocol:</p> <p>‘In accordance with the policing protocol CCs must consult with the PCC on their proposed chief officer appointment.’</p>

Chief Constables' Council

Chief officer appointments guidance [Version 1.4 (November 2023)] [Draft]

7 December 23 / Agenda Item: Session 8

Security Classification	
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):	
OFFICIAL	
Freedom of information (FOI)	
This document (including attachments and appendices) may be subject to an FOI request and the NPCC FOI Officer & Decision Maker will consult with you on receipt of a request prior to any disclosure. For external Public Authorities in receipt of an FOI, please consult with NPCC FOI Team via npcc.foi.request@npfdu.police.uk	
Author:	Helen Slimmon
Force/Organisation:	College of Policing
Date Created:	20 November 2023
Coordination Committee:	Workforce
Portfolio:	
Attachments @ para	Guidance for appointing chief officers - November 2023_1.4
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In compliance with the Government's Security Policy Framework's (SPF) mandatory requirements, please ensure any onsite printing is supervised, and storage and security of papers are in compliance with the SPF. Dissemination or further distribution of this paper is strictly on a need to know basis and in compliance with other security controls and legislative obligations. If you require any advice, please contact NPCC FOIA npcc.foi.request@npfdu.police.uk	
https://www.gov.uk/government/publications/security-policy-framework/hmg-security-policy-framework#risk-management	

1. INTRODUCTION

- 1.1. This paper accompanies the updated **Guidance for appointing chief officers (Annex A)** which defines the proposed processes that should be followed when making chief officer appointments. The updated guidance is submitted to Chief Constables' Council (to agree).

2. BACKGROUND

- 2.1. The College commissioned an independent review of chief officer progression and development, which resulted in six recommendations to create substantial and sustainable change to improve the diversity and volume of the chief officer pipeline.
- 2.2. The review identified that chief officer appointments processes varied considerably across forces. The volume of the chief officer pipeline resulted in a reliance on temporary promotions, rather than permanent appointments. For temporary appointments specifically, it concluded there was often a perception of a lack of transparency in appointments, and temporary appointees remained in post for many years, not completing the Strategic Command Course (SCC) and therefore not receiving the development required to support them to operate effectively in role. All of this contributed to concerns around the fairness of chief officer appointments.



- 2.3. Recommendation 6 of the review proposed that the chief officer appointments process should be nationally defined and standardised, and locally delivered.
- 2.4. The College worked in collaboration with the Chief Officer Review Delivery Group and other policing stakeholders (including Police & Crime Commissioners (PCCs)) to develop the proposed appointments guidance.

3. SUMMARY OF PROPOSAL

- 3.1. The draft guidance for appointing chief officers defines the processes that should be followed when making chief officer appointments. Chief Constables and Police & Crime Commissioners (PCCs) are ultimately responsible for managing their own chief officer appointment processes in accordance with police regulations and other legislative requirements. The decision about who to appoint to a chief officer role is that of the Police & Crime Commissioner (PCC) for chief constable vacancies and the Chief Constable for deputy chief constable and assistant chief constable vacancies.
- 3.2. It is intended that the guidance will be used by Chief Constables and Police & Crime Commissioners (PCCs) in the design and delivery of their chief officer appointments. The guidance will be applicable to chief officer appointments in England and Wales. Chief officer appointments for Police Scotland, the Police Service of Northern Ireland (PSNI) and non-Home Office forces are not required to comply with the processes outlined but they may be a helpful guide where appropriate. It is also recommended that senior police staff appointment processes follow the guidance, but there is no requirement to do so.
- 3.3. A standardised national chief officer appointments process means that forces, candidates, Chief Constables and Police & Crime Commissioners (PCCs) will have clarity on how candidates are being selected. In turn candidates and policing stakeholders will have confidence in the transparency and openness of chief officer appointments.

4. APPROACH TO DEVELOPMENT

- 4.1. The (draft) chief officer appointment guidance was initially presented to the Chief Officer Review Delivery Group on 04 May 2023. The Delivery Group was asked to circulate within their respective regions/organisations to provide further comment by 31 May 2023. This generated a limited response (4 returns).
- 4.2. The appointments guidance was updated and presented to the Delivery Group on 12 June 2023 with an action to provide further comment by 07 July 2023. This was sent to all Chief Constables and Police & Crime Commissioners (PCCs).
- 4.3. The College raised the appointments process and engagement at the Association of Police and Crime Commissioners (APCC) session at Ryton-on-Dunsmore on 12 July 2023 and extended the closing date for feedback to 19 July 2023.
- 4.4. The updated draft chief officer appointments guidance was again presented to the Delivery Group on 24 July 2023 and members were asked to provide final comments by 11 August 2023.
- 4.5. The updated draft chief officer appointments guidance was submitted (16 August 2023) as part of regional-feedback papers for Chief Constables' Council in September 2023. For completeness, it was also sent to the Delivery Group. Regional feedback indicated agreement with the draft guidance (65% of respondents supported the proposal and 35% of respondents provided qualified support). The draft guidance was updated on the basis of regional feedback.
- 4.6. In light of further comments from key police stakeholders and discussion at the Chief Officer Review Delivery Group in September 2023, a verbal update was provided to Chief Constables' Council in September 2023.

- 4.7. The updated draft chief officer appointments guidance was presented in a session to Police & Crime Commissioners (PCCs) for further comments and to respond to concerns or issues directly on 23 October 2023. PCCs were also provided with an opportunity to provide written feedback in advance of this session.
- 4.8. The updated draft chief officer appointments guidance was submitted (25 October 2023) as part of regional-feedback papers for Chief Constables' Council in December 2023. For reference, 64% of respondents supported the proposal, 32% of respondents provided qualified support, and 2% of respondents did not support the proposal.
- 4.9. There was a lack of support for the involvement of HMICFRS in the process, particularly in relation to the HMICFRS report element; this was referenced by 13 of the 15 forces that did not support (14 qualified support and one not supported).
- 4.10. In parallel, the updated draft guidance was also submitted in parallel to PCCs on 25 October 2023 and presented to NPCC Workforce Coordination Committee (to note and support) on 08 November 2023.
- 4.11. Final amendments to the draft chief officer appointments guidance include:
- clarifying that a Police & Crime Commissioner (PCC) **may** wish to engage with HMICFRS in making a chief constable appointment as they can provide useful information to inform the design and delivery of the appointment
 - an amendment of scrutiny guidance to reflect the terminology of the legislation and policing protocol which states that Chief Constables **must** consult with the Police & Crime Commissioners (PCCs) on their proposed chief officer appointment.
- 4.12. These amendments were also raised specifically by Police & Crime Commissioners (PCCs) following the engagement session on 23 October 2023.
- 4.13. The College will work with the Home Office to embed the guidance into regulations as required. It is anticipated that regulatory changes will be introduced by June 2024 when the first cohort of the executive leadership programme have completed the programme. At this point the new chief officer appointment guidance should be applied. Until then, Police & Crime Commissioners (PCCs) and Chief Constables should follow existing chief officer appointment guidance.

5. DECISIONS REQUIRED

- 5.1. To agree the guidance for appointing chief officers (**Annex A**).

Name: Helen Slimmon

Title: Senior Psychologist

Committee: Workforce Co-ordination Committee

Lead Area: Leadership: Commander Nick John

**College of
Policing**

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to achieve your potential**

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Introduction

This guidance describes the principles, processes and responsibilities required for appointing chief constables (CCs), deputy chief constables (DCCs) and assistant chief constables (ACCs). It also describes the requirements for appointing the commissioner, deputy commissioner (DC), assistant commissioners (ACs), deputy assistant commissioners (DACs) and commanders in the Metropolitan Police Service (MPS) and the commissioner, assistant commissioners, and commanders in the City of London Police (CoLP).

This guidance can be used:

- by PCCs and CCs to follow, while recognising that, they are responsible for managing their own appointment processes in accordance with police regulations and other legislative requirements
- to provide advice and guidance to PCCs and CCs on how to design and deliver a chief officer appointment process that is underpinned by the principles of merit, fairness, and openness.

This guidance is applicable to chief officer appointments in England and Wales. Whilst this guidance is not designed to support chief officer appointments for Police Scotland, the Police Service of Northern Ireland and Non-Home Office forces it may be a helpful guide where appropriate. Similarly, this guidance may be helpful in informing senior police staff appointment processes.

The guidance is a non-prescriptive reference for those making chief officer appointments. PCCs and CCs should review this document to identify their specific roles and responsibilities, as well as the essential stages in designing and delivering an appointment process.

Nothing in this guidance prohibits the application of the NPCC Retire and Re-join Guidance. This is referenced in NPCC Advice Note 8 (Retirement and rejoiner guidance) (July 2022).

The College will provide support to PCCs, and CCs making chief officer appointments and can be contacted at hub@college.police.uk

Roles and responsibilities

Police and crime commissioners (PCCs) are responsible for the appointment of CCs. In the context of police force areas where police governance falls under the remit of an Elected Mayor, they will be responsible for the appointment of CCs and may appoint a Deputy Mayor for Crime and Policing to exercise functions on their behalf. The City of London Corporation are responsible for the appointment of the Commissioner of the CoLP.

CCs are responsible for the appointment of other chief officer roles.

Merit, fairness, and openness

PCCs and CCs selecting and assessing chief officers must observe the principles of merit, fairness, and openness. The definition of these principles is based on those contained in the Civil Service Recruitment Principles 2018.

Merit means appointing the best available person judged against the essential criteria for the role. No one should be appointed to do a job unless they are competent to do it and the job must be offered to the person who would do it best. The successful candidate should be chosen from a sufficiently strong and diverse pool of eligible candidates.

Fairness means there must be no bias in assessing candidates. Selection processes must be objective, impartial and applied consistently.

Openness means that job opportunities must be advertised publicly. The aim of the advertisement should be to attract a strong field of eligible applicants. Potential candidates must be given reasonable access to information about the job, its requirements, and the selection process. In open competitions anyone who wishes must be allowed to apply.

Ensuring these principles underpin chief officer appointments will mean that PCCs and CCs have confidence in what they are measuring, that candidates are assessed

in a consistent way and that there is a transparent and justifiable reason the appointed candidate is the right candidate for the role.

Substantive and temporary appointments

This guidance applies to the permanent appointment of chief officers into a substantive post. It does not apply to instances where there is a need to temporarily promote an individual into a chief officer role which is not a permanent substantive chief officer role. Examples of this include where there is a short-term unforeseen requirement to temporarily promote an individual into a chief officer role for operational reasons, so service delivery is not compromised or there is a requirement to temporarily appoint a chief officer to oversee an organisational or operational project.

Movement between forces

Movement between forces in England and Wales as a chief officer, including the use of secondments, can bring benefits through the exchange of experience of policing in other areas and understanding of other operating environments. Movement between forces is not mandatory and there can be challenges and barriers associated with this. However, PCCs/CCs should consider how they can encourage applicants from outside their force to participate in their chief officer appointment process. Movement between forces at chief officer level is not the only means by which a chief officer can bring a different perspective. Experience in another force at superintendent or chief superintendent level can also bring benefits of experience of senior leadership in another area.

Pre-appointment planning

As part of the pre-appointment planning, a PCC/CC will define the requirements of their vacancy and identify who is best suited to sit on the appointment panel. It is for the PCC/CC to decide how they wish to run their appointment process. Whilst they may devolve responsibility for putting the appointment process in place to a suitably qualified person, they maintain oversight and hold responsibility for ensuring it is done.

When a PCC is planning a CC appointment, they may consider contacting the HMI responsible for their region who can provide an overview of efficiency and effectiveness of the force. This information may help inform the design and delivery of the appointment process. The College can support this activity in advising how information provided by the HMI can be incorporated into assessment activities.

PCCs/CCs should be mindful of potential scheduling conflicts to maximise the ability of potential applicants to participate in the process. This could include local and national events, alongside delivery of the executive leaders programme modules.

- The police professional profile, leadership standards and the Competency and Values Framework (CVF) should be used to develop a job description and define what is being sought in potential candidates for chief officer roles. The needs and values specific to the force should also be reflected in the appointment process
- For CC appointments, HMIs can provide useful information to inform the design and delivery of the appointment
- Assessment criteria for the appointment should be identified in advance of launching the appointment process and should reflect the level of the vacancy and current and future demands on the force
- A chief officer appointment process must comply with the principles of merit, fairness, and openness
- A chief officer appointment process must comply with the Equality Act 2010 and the public sector equality duty. Equality, diversity, and inclusion should be proactively considered in the design and delivery of the appointment process
- A chief officer appointment process must adhere to the Data Protection Act 2018 and General Data Protection Regulations

College role

The College will provide the following support to PCCs/CCs making chief officer appointments:

- guidance for the appointment of chief officers
 - a central point for advertising all chief officer vacancies and contacting potential candidates
 - data collection to support national workforce planning and report on chief officer appointment activity
 - specialist recruitment and assessment advice and support, including
 - support to PCCs/CCs in establishing assessment criteria for an appointment process
 - design of selection exercises, and identification of appropriate methods based on issues facing the force
 - briefing/training for appointment panel members
 - practical support in delivering selection process activity
 - psychometric assessment of applicants
 - provision of a pool of suitably experienced and qualified independent members
 - provide guidance and briefing/training for independent members
 - provide guidance and briefing/training for delivering feedback to candidates post appointment process
 - provide guidance for induction and onboarding of chief officers' post appointment process
- PCCs/CCs must ensure they comply with data collection requirements to support national workforce planning

Advertising

A permanent substantive chief officer vacancy should be advertised as required, there is no need to hold chief officer appointment processes to coincide with the

conclusion of the executive leaders programme. Permanent substantive chief officer vacancies should be advertised nationally. PCCs/CCs should consider what opportunities they can provide to encourage applications and generate a strong and diverse pool of applicants, particularly from external applicants to maximise the benefits for the service from a wider talent pool and movement between forces. All applicants should be provided with equal opportunities and access to information about the role and the force, regardless of whether they are external or internal candidates.

- Adverts should specify by which dates applications must be made
- Adverts should be placed on a national public facing website or some other publication that deals with policing matters
- Adverts should be open for a minimum of three weeks

Eligibility

Individuals who previously qualified as eligible for a chief officer appointment by virtue of successfully completing the Senior Police National Assessment Centre (Senior PNAC) and the Strategic Command Course (SCC) will be eligible for substantive appointment to a chief officer role. Individuals who have successfully completed the executive leaders programme will also be eligible for substantive appointment to a chief officer role.

Individuals on the executive leaders programme, or individuals who have been supported to start the programme but are yet to do so can be appointed into chief officer roles on a temporary basis. An individual who is appointed temporarily into a chief officer role must commence the executive leaders programme within 12 months of temporary appointment or at the next available opportunity if not already on the programme. On successful completion of the programme, they can be substantively appointed with no further appointment process, assuming they were originally selected via an open and competitive recruitment process which was underpinned by the principles of merit, fairness, and openness and in accordance with this guidance.

An individual who has been temporarily appointed to a chief officer role who fails to achieve the required standard as determined by the executive leaders programme

assessment requirements will withdraw from the programme. Under these circumstances they will revert to their previous substantive rank as soon as practicable.

It is not mandatory for an individual on the executive leaders programme to apply for a chief officer role whilst on the programme, but it is expected that individuals on the programme are joining because they intend to apply for roles at chief officer level within the following 24 months.

Chief officer appointment processes for Police Scotland, Police Service of Northern Ireland and Non-Home Office Forces are not required to follow the processes outlined in this guidance. Whilst individuals from these policing organisations can participate in the executive leaders programme, they have their own legislation, process and procedures relating to chief officer appointments. It is recommended that senior police staff appointment processes follow the guidance outlined in this document, but there is no requirement to do so.

Overseas officers who are eligible in terms of rank and overseas force will be eligible to be appointed to a chief officer role provisionally, with the expectation that they start the programme within 12 months or start the next available programme following their appointment. Approved overseas police forces and ranks can be found at link TBC.

There are no restrictions on moving to another force/role whilst an individual is on the executive leaders programme.

- Applicants for chief officer appointments in England and Wales must meet the eligibility criteria
- Applicants for chief constable/commissioner must have held the rank of ACC, commander, or a more senior rank in a UK police force, or meet the eligibility requirements as an overseas officer

Conduct

PCCs/CCs should consider all applicants disciplinary record and be aware of any outstanding allegations or ongoing incidents at the outset of an appointment process, i.e., during application and shortlisting. The PCC/CC must review the Barred and

Advisory lists to confirm an individual is eligible for appointment. Applicants must consent to a review of their disciplinary record as part of the appointment process.

CCs should satisfy themselves that they have completed a comprehensive review of the disciplinary record, including both live and concluded matters, of a chief officer they appoint. A CC should inform the PCC if they appoint a chief officer with a disciplinary record that is live. They should consider whether it would be appropriate to inform the PCC of any concluded matters which could have a potential effect on the individual's role in policing and in their force, region, and community. A PCC may consider asking CCs if there are any disciplinary matters, live or concluded, that could have a potential impact in their force, region, and community.

It is the responsibility of the PCC/CC to decide whether to appoint a candidate with evidence of a live or concluded disciplinary in circumstances where an individual is subject to ongoing investigation. They should complete a risk-based assessment which considers the circumstances of the disciplinary, the potential effect on the individual's role in policing and the impact the appointment would have in their force, region, and community.

A candidate appointed to a chief officer role should be re-vetted as part of the appointment process in accordance with the Code of Practice for Vetting and Authorised Professional Practice (APP) on Vetting.

- PCCs/CCs should consider an applicant's disciplinary record at the outset of the appointment process
- Applicants for chief officer appointments will not be eligible if they are named on the Barred and Advisory lists
- A CC should inform the PCC if they appoint a chief officer with a disciplinary record that is live
- A candidate appointed to a chief officer role should be re-vetted as part of the appointment process

Application and shortlisting

All applicants should complete an application for a chief officer vacancy. The information in the application should be used to determine the extent to which the

applicant meets the requirements for the role, confirm their eligibility and identify whether they should progress to the next stage of the appointment process. The appointment panel should use a structured evidence-based assessment method to review all applications against the eligibility requirements and predetermined assessment criteria and identify suitable candidates to take forward to the next stage of the appointment process. All applicants should also complete a biographical data monitoring form which will be submitted to the force/OPCC and the College for national monitoring and reporting purposes, however this should not be shared with the appointment panel.

Following shortlisting of applicants, it may be helpful to consider asking a representative from HMICFRS to provide an overview of the PEEL reports from shortlisted applicants current force and how this reflects the information provided by HMI during the pre-planning phase.

- All individuals who are eligible to apply for a chief officer appointment vacancy must be allowed to apply and progress to shortlisting
- Only applicants who meet the eligibility requirements and predetermined assessment criteria should progress to subsequent stages of the appointment process
- Forces/OPCCs must provide biographical data to the College relating to all chief officer appointment applications

Executive leaders programme end-programme reports

The College will produce objectively assessed evaluations of an individual's performance on the executive leaders programme in the form of an end-programme report. This report will contain confirmation of the completion of the programme and the associated grade, a transcript containing individual module grades, and feedback from the end-programme panel. The end-programme report is endorsed by a member of the programme directing team. This report will be submitted as part of a chief officer appointment process. Individuals applying for a chief officer appointment

during their time on the programme will be provided with an interim report which will include the items listed above that are available at the time of request.

The end-programme report can provide a helpful additional source of information for appointment panels when considering the performance of individuals in the chief officer appointment process, e.g., confirming eligibility, areas for exploration during the appointment process, a source of insight in relation to strengths and areas for development when in post and to complement evidence gathered through the appointment process itself. It is anticipated that these reports will be most useful as individuals graduate from the executive leadership programme and are promoted into a substantive ACC role. Panels should therefore be mindful of the currency of information in these reports as an individual progresses in their chief officer career to the ranks of DCC and CC.

Applicants for chief officer roles will not be required to submit their development portfolio, and these should not be requested as part of a chief officer appointment process. This is because it could potentially frustrate the intended purpose of the portfolio to facilitate honest reflection and development and could result in biases being introduced to the appointment process.

Individuals who are eligible by virtue of having successfully completed Senior PNAC and the SCC will not be required to submit an additional report but may be asked to provide reports from Senior PNAC and the SCC. Panels should be mindful of the currency of information in these reports.

- Executive Leaders Programme reports will be made available to an appointment panel during a chief officer appointment process
- Programme reports may be used to inform readiness and areas for development of an individual but must not be the sole source of evidence for an appointment decision

Assessment

The aim of the assessment is to challenge and test that candidates meet the necessary requirements to perform the role. The PCC/CC will determine how assessment takes place and what methods are used in a chief officer appointment

process. Assessment methods should be selected/designed that specifically elicit the agreed assessment criteria in a fair and consistent way. PCCs/CCs should balance the need to deliver a robust and rigorous process without being unfairly onerous. All applicants should be assessed against the agreed predetermined assessment criteria. Design and delivery of assessments should allow both external and internal candidates an equal opportunity to demonstrate their suitability for the role. The Code of Ethics should be embedded in the appointment process to ensure applicants are assessed against behaviours associated with effective and ethical performance in the police service. This can be achieved by using the CVF as the assessment criteria.

- Assessment criteria for chief officer appointments should reflect the level of the vacancy and be drawn from/link to the police professional profile, CVF and executive leadership standards
- Appointment panel members should take part in performance benchmarking activity prior to making their assessment, this could involve discussing and confirming as a panel what good and poor performance looks like and how it relates to assessment outcomes and decision making
- Assessment tools should provide the opportunity for candidates to display the evidence defined as required for performance in the role
- Assessment tools should be designed to assess the specific competencies and values they are supposed to measure
- All candidates should undertake the same assessment
- All appointment panel members should follow a structured evidence-based assessment methodology which clearly identifies how the candidate's evidence has contributed to the assessment outcome
- The same assessment criteria should be applied consistently across all candidates
- Candidates performance should be evaluated objectively using a predetermined rating scale which allows appointment panel members to distinguish meaningfully between effective and ineffective performance

Appointment panel

The decision about who to appoint to a chief officer role is that of the PCC for CC vacancies and the CC for all other chief officer vacancies. To support them in making that decision they will convene an appointment panel.

The appointment panel will challenge and test that the candidate meets the necessary requirements to perform the role. In collaboration with the PCC/CC they will shortlist applicants against the agreed assessment criteria, assess all shortlisted candidates against the agreed assessment criteria and consider which candidate/s most closely meets the appointment criteria.

The PCC/CC will determine who sits on their appointment panel to support them in testing and challenging applicants' suitability for the role. Appointment panel members should be diverse and have the necessary skills to make a fair assessment of candidates for senior police leadership roles. All panel members should complete briefing/training prior to a chief officer appointment process to ensure compliance with the principles of merit, fairness, and openness. The PCC/CC should ensure that no conflict of interest exists between the appointment panel members and applicants prior to shortlisting.

The appointment panel must include at least one independent panel member. Independent panel members are part of the appointment panel and must also be experienced in selection and assessment practices as they are responsible for determining the extent to which the appointment process is conducted in line with the principles of merit, fairness, and openness.

For CC appointments the independent panel member will produce a written report on the appointment process which should be submitted to the Police and Crime Panel (PCP) at the same time as the name of the preferred candidate. The report should explicitly address the appointment principles of merit, fairness and openness and the extent to which the panel was able to challenge and test that the preferred candidate meets the necessary requirements to perform the role. The independent member for all other chief officer appointments (ACC and DCC) is not required to produce a written report on the appointment process, but CCs may consider requesting this.

The independent panel member should not be the PCC, a member of the PCCs staff, a member of the PCP, a member of Parliament, local councillor, serving or retired police officer or member of police staff, civil servant, member of the National Assembly for Wales, Northern Ireland Assembly, or the Scottish Government, His Majesty's Inspectorate of Constabulary and Fire and Rescue Services (HMICFRS) staff, Independent Office for Police Conduct (IOPC) commissioner/staff or College of Policing staff. Whilst individuals in these roles are not eligible to be an independent panel member, they can sit on the appointment panel. A PCC/CC may identify a suitable independent member based on the guidance provided by the College or may ask the College to provide an independent member for their process from a College approved pool.

The appointment panel for a CC vacancy must include a senior policing advisor. The senior policing advisor is an individual with professional policing knowledge who will provide the PCC with advice at an appropriate level from a policing perspective. The Chief Executive Officer (CEO) of the College of Policing, His Majesty's Inspectors (HMIs) and CC members of National Police Chiefs' Council (NPCC) are all eligible to perform the role of senior policing advisor. Recently retired CCs may also perform this role. If a recently retired CC is acting as senior policing advisor, it is recommended the individual has retired within the previous two years unless they have relevant experience in UK policing or the wider criminal justice system since retirement which demonstrates their ability to operate as a credible strategic leader. CCs may wish to consider including a senior policing advisor in their appointment panel for DCC and ACC roles although this is not a requirement.

- The appointment panel should be suitably experienced and competent to assess suitability of a senior police leader and understand the needs of the force and its community
- The appointment panel for all chief officer appointments must include an independent member
- The appointment panel for a CC vacancy must include a senior policing advisor
- The appointment panel should receive briefing/training in selection and assessment practices prior to a chief officer appointment process, specifically

assessment principles, assessment methodology, assessment criteria and rating scales and assessment logistics

- Appointment panel members should be actively inclusive and explicitly mindful of barriers and biases that could influence their assessment
- Pre-appointment panel member briefing/training should be provided by a suitably qualified person

Decision making

The appointment process should use a robust decision-making model based on evidence of the agreed assessment criteria. PCCs/CCs will need to identify how ratings are collated and identify a point which distinguishes between a candidate who has met the standard and not met the standard. The decision on who to appoint is the responsibility of the PCC/CC, but they should base their decision on the assessments made by the appointment panel and information gained through the appointment process to demonstrate decision making is based on merit.

- The same decision-making model should be applied consistently across all candidates

Feedback

All candidates who participate in a chief officer appointment process should receive clear and timely feedback so they can build it into their continuous professional development. Feedback should consist of a constructive evaluation of their performance in the appointment process based on their performance in all assessment components. Feedback should be timely and can be provided in a written format, via telephone or face to face. PCCs and CCs should also capture feedback from candidates undertaking their appointment processes.

- Feedback should accurately reflect what a candidate said and did in the appointment process
- Individuals providing feedback must have received training about how to deliver effective constructive feedback

Scrutiny

The process to appoint a chief officer will be subject to a process of scrutiny throughout the appointment process and following the identification of the preferred candidate/s.

The appointment of a CC will be made by a PCC subject to a confirmation hearing by the PCP who will satisfy themselves the process was properly conducted, adhered to the principles of merit, fairness and openness and the preferred candidates meets the requirements of the role.

In accordance with the policing protocol CCs must consult with the PCC on their proposed chief officer appointment.

The College will produce an annual report to summarise national chief officer appointment activity, including the number of appointments that have taken place, anonymised biographical summary data relating to applications and appointments, themes arising from appointments etc.

- All chief officer appointment processes must be scrutinised to ensure they comply with the principle of merit, fairness, and openness
- PCPs have power of veto of a PCC's first preferred candidate

Induction and onboarding

Following a chief officer appointment process a PCC/CC should ensure that an induction plan is developed to support the onboarding process. This will provide newly appointed chief officers with early and ongoing support, guidance and learning to transition effectively into their new role and force. Feedback from the appointment process can be used to inform an individual's continuing professional development.

- Induction activities should be designed to reflect the needs of the individual and their force

About the College

We're the professional body for the police service in England and Wales.

Working together with everyone in policing, we share the skills and knowledge officers and staff need to prevent crime and keep people safe.

We set the standards in policing to build and preserve public trust and we help those in policing develop the expertise needed to meet the demands of today and prepare for the challenges of the future.

college.police.uk

Chief Constables

Email only

03 November 2023

Dear Colleagues,

Reforms to sergeant and inspector promotion processes

I am writing following last week's two-day Leadership and Workforce Summit at Ryton, to update you on progress with a key element of the College of Policing's programme of work relating to leadership, namely reforms to current promotion processes at sergeant and inspector ranks.

In March 2022, Chief Constables' Council endorsed the recommendations made following the College's review of police promotion and progression (published in December 2021). This included recommendations for reform to sergeant and inspector promotion processes, specifically that the College will:

- Develop a new simpler process for promotion and progression to sergeant and inspector ranks, linked to achievement of national promotion standards and based on a three-stage process:
 - Pre-promotion leadership development and confirmation of eligibility and selection
 - Temporary promotion and further leadership development
 - Confirmation in promoted rank, supported by continuing professional development.

Endorsement by Chief Constables was subject to the College returning to Chief Constables' Council at a future date, to seek approval for the full detail of proposed reforms (including operational considerations such as cost, infrastructure required and implementation timeline).

Since then, we have undertaken comprehensive engagement and partnership working with the service, exploring options, and producing detailed proposals for new promotions processes. We recognise the impact on forces and officers of introducing promotion reforms at these ranks, and to avoid progressing too many workforce reforms at once (while forces are occupied with optimisation of the existing police constable entry routes and introduction of the new entry route, the Police Constable Entry Programme (PCEP)), our approach has been measured. We are developing a sound evidence base before presenting any firm proposals to Chief Constables' Council.

We have now developed initial proposals for new sergeant and inspector promotion processes. The detail (provisionally entitled the sergeants and inspectors promotion and progression (SIPP) process) was shared with the service and key stakeholders as part of our most recent phase of consultation in June and July 2023. Feedback has been positive, enabling us to move forward to a test phase, continuing to build an evidence base for what works.

Further details on our proposals for this test phase will be shared via Chief Constables' Council regional papers circulated in December 2023. Subject to support, our plan is to test the proposed new promotion

processes with a small number of partner forces, from early 2024 and for a minimum period of 12 months. We will then present the findings and recommendations to Chief Constables' Council in early 2025.

Our aim is that any new processes for promotion to sergeant and inspector should be more accessible, transparent, and flexible than the current process, providing equal and fair opportunity for all. Promotion should also be linked to professional development (including leadership and management capability and potential), and specifically designed to meet the needs of modern policing.

A long-standing criticism of the existing National Police Promotion Framework (NPPF) promotion process has been that too much emphasis is placed on the purpose and function of the legal knowledge examination (step two of the four-step promotion process), rather than leadership capability and potential. We will therefore, as one of the outcomes from the engagement process, test alternative approaches (i.e. without the exam in its current form) to ensuring that officers have the required legal knowledge at the right time and that this is focused on the most essential and frequently required legislation/legal procedures for supervisors. Process and guidelines around acquisition/confirmation of legal knowledge will be agreed with and tested by the partner forces.

I want to emphasise that no decisions have been made regarding promotion reform. We will review the findings from the test phase in early 2025, following this we will present options and recommendations for the new sergeant and inspector promotion processes through the appropriate governance, including Chief Constables' Council.

Subject to promotion reform being agreed in 2025, national implementation of any new processes could only begin from that point, and the timeline would need to be agreed with forces. This means that the current four-step promotion process (including the legal examination) could continue in its current form until at least 2027.

I hope this provides clarity and a helpful update regarding how we are approaching potential promotion reforms for sergeants and inspectors. As always, I am very grateful for your continued support, and both myself and **Jo Noakes** (Director for Leadership and Workforce Development) will be happy to follow up with you on any aspect of this important work.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Andy Marsh', written in a cursive style.

Chief Constable Andy Marsh QPM

Chief Executive Officer

College of Policing

E: Andy.Marsh@college.police.uk

Session 9

Session	Topics	Lead
Session 9 09:00 – 10:00	NPCC Workforce Coordination Committee <ul style="list-style-type: none">• Pay Progression Standard – 6 Month Initial Evaluation• Targeted Variable Pay• PRRB Pay Submission• Strategic Assessment of Workforce• Leadership Portfolio	Pam Kelly Jeremy Vaughan (Slides in the pack) Jeremy Vaughan (Slides in the pack) Jeremy Vaughan (Slides in the pack) Janette McCormick (Paper in the pack) Nick John (Slides in the pack)



Decisions/Actions Required – Session 9 – Workforce Coordination Committee

Pay Progression Standard – 6 Month Initial Evaluation

- To note the content and contribute to the discussion at CCC, to determine the next steps.

Targeted Variable Pay

- To note the content and contribute to the discussion at CCC, to determine the next steps.

PRRB Pay submission

- To note the content and contribute to the discussion at CCC, to determine the next steps.

- Targeted Variable Pay
- Pay Progression Standard
- 2024/25 pay submission

Targeted Variable Pay

TVPs provide a pay lever, which together with other tactical interventions have had an impact on capability gaps. A review has been completed and a request made to make the legislation permanent. The review highlighted a number of areas that Chiefs are asked to consider.

Headline findings:

- Wide use of TVP for service critical roles
- Targeted and proportionate use
- Focused on capability build but has covered more generalised roles
- Payment values reflect role complexity in general

Areas for policy improvements:

- Better rationale for use specifically recognition of workload payments to superintendents
- Request for more consistent payments / rationale – will engage with NPCC leads
- Equality impact assessment need to underpin local policies with national oversight

Pay Progression Standard

PPS was introduced to move away from automatic pay progression for officers, with assessments commencing April 2023. To understand implementation and effectiveness, a 6-month review has been undertaken to inform discussion on the future direction.

Headline findings:

Total number who have completed the PPS	19,898
% who have passed the PPS	94%
% passed with an exemption	3.5%
% failed	2.5%

Areas for improvement:

- Some lack of consistency in the application of the policy and national guidance
- Need for all forces to automate systems to allow line managers to act in a timely and consistent manner

2024 Annual Pay Uplift and Submission to PRRB

- Aim to follow similar approach to 2023 campaign with pay review body
- Will seek to set out a joint statement with the APCC and staff associations
- Pay award – won't make a specific % recommendation, but illustrate range of expectation
- Pay rates being reviewed and benchmarked. Changes to be considered in constable pay
- P factor

Workforce Committee

CC Pam Kelly

Paper: Strategic Workforce Assessment 2023

Decision: Receive and note the content, recommendations and priorities for the Committee and agree the wider circulation through Forces to review against local workforce plans.

Headlines

Labour market, economy and operational context

- Tight labour market driving pay - vacancies fell for the 14th consecutive period, employees' pay rose by 7.8% Q2 the highest annual growth rate since comparable records began in 2001. Wage growth is expected to fall in 2024, with average private sector earnings 6% in spring falling to 5% by end of 2024 (Sept forecast).
- Regional pressures – London saw increase of 5.9% in the 12 months to August 2023 its highest annual rate since records began in January 2006. London has the highest proportion of service-based jobs a key area for police recruitment and highest decrease in vacancies.
- Cost of living – high but falling inflation expected to continue to reduce by the end of 2023 and into 2024, impact of the energy price gap has been removed, Police Mutual measure of households with less than £125 month of discretionary estimates 14.8% of the national police workforce (highest force 30%)

Financial sustainability

- Approximately half of force budgets are accounted for by police officer pay, the pay award differentially impacted forces 18 forces' pay awards were not fully funded, incremental pay progression will mean the pay budget will increase over a number of years even with a fixed workforce
- Investment has further amplified existing inequality set against spend per capita, and mapped against current demand, vacancies, debt and borrowing starts to show forces under financial pressure when looked at with workforce pressures of officers with under 3 years' service (attrition), long term absence and recuperative and restrictive duties (productivity), transferees (skills loss).

Headlines

Service profile including workforce representation, entry routes, progression, retention and conduct and culture (new)

- Highest number of police officers, but not the highest number of paid police workers (March 2010), 28 forces less officers than 2010. Fall in police staff equates to the reduction in PCSOs from long-term decline (>50% reduction) since 2010. Special Constabulary down 35%, 4 forces have maintained levels.
- The experience and age of officers has shifted - 18% of the workforce are in probation 40% of all officers <5years' service compounded by austerity in the 10 – 15 years impacting the pipeline for specialism and progression. The proportion of officers with under 5 years' service will continue to increase in the short term before reducing to the pre-Uplift norm of around 20% from 2029 onwards bringing ongoing demands on L+D.
- The overall rolling attrition rate appears to have peaked, the first year of service account for over 40% of resignations since April 2020 and one in 10 leavers in 2022/23, in line with pre uplift, 6-12 month period should be a key focus for retention strategies. Entry routes have had similar performance rates up to 3years indicate PEQF entry routes have performed best.
- Profile during growth is uneven - 5.3% increase in Constables, Sergeants grew by 4.3%, and is the only rank where supervisory ratio has grown. 22 forces are predicting a growth of Sergeants by March 2024, 14 Forces estimated increase in Inspectors.
- Applications still draw heavily from the graduate market (35%) and the sectors remain the same, intentions to leave remain stable, all be it pay and opportunities for training and progression are stronger themes. Recruitment processes including vetting has a disproportionate impact in specific ethnic minority groups but not across all.
- Female and ethnic minority joiners fell slightly, in comparison when compared to the proportion of the workforce were less likely to be promoted. Attraction appears the main barrier for females and the process for ethnic minority officers. The distribution of ethnic minority officers across roles differs, with just 4.5% of officers working in 'Road Policing' is the least ethnically diverse function group. Remuneration strategies (allowances) are more impactful on these groups. Resignation rates for ethnic minority officers are consistently higher than those of their white counterparts and the rate has increased by a greater amount. Ethnic minority officers are more likely to be referred for investigation though no more likely to be investigated.

Strategic Assessment of workforce 2023

Productivity focusing on absences and wellbeing

- Long-term absence (sickness, maternity/paternity, career breaks) slightly increased but remains lower than pre covid levels, the impact or move to agile working is unknown, higher absences for females.
- Pressure seen in early years - more than a third of new recruits saying they ignore their personal life needs due to work strain and that the tension and stress from work adversely affects the rest of their life. Greater demand on OHU, but national shortage of clinical staff and poor pipeline, compounded by competition that may hinder the implementation of the new national standards

Core and specialist capabilities that outlines staff and officer capacity and priorities from the Capability Assessment

- The shape of the workforce against the core capabilities consistent, growth in 'public protection' and 'support functions' which may reflect reverse workforce modernisation, 'neighbourhood' and 'investigation', especially sexual assault investigators where more than half forces expect growth. Mixed picture for staff posts growth high vacancies reflecting financial and labour market pressures. PCSOs - half of forces plan for growth but a quarter decreases. Many forces plan growth in communications but L&D may see decreases despite 4 out of 10 officers <5 years. Over half of forces were planning growth in the Special Constables a quarter >30%.
- Last 3 years >10% increase in investigators, but capability varies across forces (lowest 67%), seeing pressure in training capacity moving from 1 in 8 in training to 1 in 3, first time seeing less positive experience reflected in the new starters survey. NIE numbers have increased 40% over the last 5 years but driven by direct entry and this pipeline will reduce. Opportunities for pay incentivisation. High vacancies in staff investigators (1 in 10)

Strategic Assessment of workforce 2023

Leadership and talent management

- Satisfaction with training, role and likelihood to stay remained stable - >8 in 10 satisfied
- Continues to be a time-served approach to progression which needs to be considered given the reshaped service profile, Sgt service at promotion >10 yrs. Pipeline falling based on applicants, needs to be considered alongside pay differentials to incentivise progression.
- Females less likely to apply but equivalent pass rates. Black applicants least likely to pass the examination and in-force interview and most likely to withdraw compared to other ethnic sub-groups which are lower.
- High turn over at Chief Officer rank which may be further driven in the short term through pension changes, a quarter of ACCs are on PLP, over a third on temporary contracts (a number are not subject to PLP and have not completed the SCC course).

Inclusion

- Impact of trainers, senior leaders and staff associations are key issues highlighted in OBW, for the latter perceptions of influence and representation are key areas highlighted to focus on. Confidence to 'call out' issues may have increased but satisfaction with the action taken remains low.

STRATEGIC ASSESSMENT OF WORKFORCE 2023/24

November 2023



Version 5.1



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Introduction by CC Pam Kelly, NPCC Workforce Co-ordination Committee Chair

The last 3 years have seen the most significant change in the police workforce running alongside unprecedented financial conditions which have driven a tightening of the labour market for policing to compete in. These factors, together with a generation change in employee attitudes to work and the workplace, potentially accelerated through the pandemic, are driving greater expectations and the need for policing to articulate a clearer value proposition to employees.

The skills required in policing have broadened. Not only do we want people who demonstrate our values, with strong, empathetic interpersonal skills to build relationships with victims, communities and across partners, but we need ever more specialist skills, technological aptitude and greater innovation to drive system efficiencies, speeding up processes, regaining public confidence across the criminal justice system. Policing may only be one part of that system, but it remains the most visible and most drawn upon by the public. The service needs to be ready to work with and learn from other sectors to adapt and adopt new technology as financial pressure squeezes the staffing budget at the same time public expectation on service delivery increases. Some of these challenges are outlined in the recently published *Policing Productivity Review*¹.

The generic policing model is coming increasingly under-pressure and we need to reflect on developing a longer-term workforce strategy, demonstrating effective pay and reward mechanisms and how these link into professionalised capability pathways and potentially licensed practice. If we are to compete to attract, and importantly retain, high calibre leaders and the skills we need we must also have a total reward package beyond pay, addressing wellbeing, support and training, and we need that to be a clearer offer. We need to look ahead, to plan and prepare for a more transient workforce, enabling people to develop and retain their skills outside of policing, with greater movement in and out of the service.

We have seen the importance over recent years of a strong evidence base to support policy decisions. We have invested in understanding our workforce and now have comparable data across a number of areas not previously accessible, as well as a research base and quality assets in areas such as attraction and retention. We must build on this foundation, the learning and good practice as we respond to the imminent workforce challenges and develop future strategies. This is the third *Strategic Assessment of Workforce*. The analysis now better defines the capacity and capabilities across forces as well as highlighting areas for the service, as well as those setting future strategy, to consider. This national overview seeks to support workforce plans in forces, as well as helping to inform the work of the Home Office, College of Policing and HMICFRS.



Chief Constable Pam Kelly, QPM

Chair, NPCC Workforce Co-ordination Committee

November 2023



¹ *Policing Productivity Review – Independent review into productivity in policing, with recommendations on how to improve it*, 20 November 2023, GOV.UK - <https://www.gov.uk/government/publications/policing-productivity-review>.

1. Workforce strategy

This section summarises the objectives within the NPCC Workforce Strategy and Business Plan, updates on the maturity of police workforce data nationally and the priorities set in last year's *Assessment*.

1.1 Strategic workforce objectives

The *Policing Vision (2030)* sets out the overarching aim of policing *to develop and inspire a workforce, and evolve the culture, to have a skilled, representative and inclusive workforce that feels supported and is equipped with the capabilities to meet the future policing challenges*.

Last year's *Assessment* laid out a picture of a rapidly changing operating environment² and the need to attract and retain officers and staff with the skills and technical tools to enable them to perform their roles successfully in the face of that changing demand. It highlighted greater need to develop skills in three core areas:

- **relational skills** in order to manage complexity, respond to vulnerability, de-escalate social tension and build and sustain public trust and confidence;
- **investigatory skills** to investigate increasingly complex areas of crime; and
- **digital skills** to operate effectively in a digital environment.

In order to achieve this the NPCC Workforce Business Plan has focused activity on:

1. **Labour market** – diversifying entry routes and pay-and-reward mechanisms to lever change and opportunities to develop partnerships with industry to build and retain skills.
2. **Workforce planning** – building understanding, developing workforce data and focusing on effective interventions to support retention, taking the learning from the Uplift.
3. **Leadership and supervision** – embedding effective front-line and senior leadership, reviewing selection and training, implementing learning from the College of Policing's National Centre for Police Leadership.
4. **Workforce representation** – building on the foundations from Uplift and the priorities in the *Police Race Action Plan* with a commitment to being an anti-racist organisation.
5. **Capabilities** – building, benchmarking and tracking specialist capabilities to align to future requirements.

² Police Foundation (March 2022), *The Strategic Review of Policing England and Wales*.

6. **Wellbeing** – through evidence-based research, building mental and physical health outreach support and improving the provision in individual forces. Reviewing entry standards, specifically in relation to mental health.

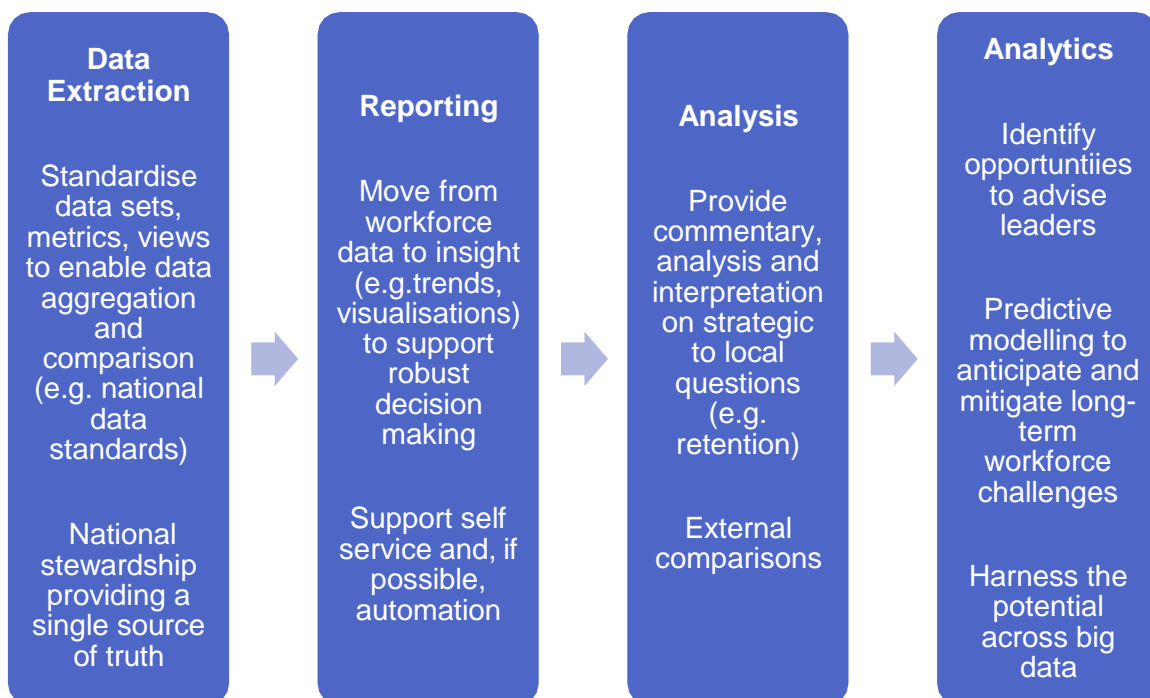
1.2 Workforce data development

“As forces move beyond the focus on recruiting officers [policing needs to] build on its understanding of the workforce to help forces create evidence-based, up to date and actionable workforce plans built on capabilities needed to address current and future demand.”

National Audit Office, The Police Uplift Programme, March 2022.

Workforce data at a national level has developed over the last 3 years, but it is recognised that the service is only part way on its journey and the maturity across capabilities varies. This is reflected in this year’s *Assessment*, specifically in relation to staff where there is less consistency of role descriptions, associated skills and grades to facilitate analysis. As we seek to better understand our national capabilities the service will need to have more standardised capabilities data for officers and staff. The work that has now commenced with the Cabinet Office on national capabilities with the Workforce Data Team provide an opportunity for this.

Approach to developing workforce data:



The National Workforce Data Tracker (NWDT) now provides insight dashboards to the 43 forces (work has commenced with BTP to align data), as well as NPCC leads, where data can be viewed and compared. A practitioners’ network has been established, consisting of licence users, NPCC lead representatives and key partners/stakeholders, enabling co-creation of future workforce data activity and priorities. Current areas of focus include:

- **Extraction of row-level data** – to replace current manual data collection and support increased officer and staff data, providing greater insight on capability, lateral development, progression and disproportionality. Five pilot forces are currently testing this approach (Bedfordshire, Cambridgeshire, Hertfordshire, Greater Manchester Police and West Midlands Police).
- **National Talent Development Strategy** – working in partnership with the College of Policing and forces to develop a national standardised performance data framework to support the new Sergeant and Inspector promotion processes and track talent development nationally.
- **Police Constable Entry Routes** – Ensuring early mapping of entry route attraction, profiling, recruitment, retention and diversity to inform the entry route implementation team, in particular the impact of transition of the Initial Police Learning & Development Programme (IPLDP) to the Police Constable Entry Programme (PCEP), and use of the suite of four new routes, following the development of PCEP.
- **VAWG** – Supporting the national Violence Against Women and Girls programme and Operation Soteria objectives to understand, baseline and track specialist capability.

Figure 1 – NWDT Roadmap 2023-2025



Recommendation: NPCC Workforce Co-ordination Committee (NPCC WFCC) to agree a transition of workforce data capabilities and requirements to the NPCC Hub and PMCC analysts.

Recommendation: NPCC WFCC to work with NPCC Hub on the broader data strategy to ensure workforce data is integrated with operational data.

1.3 Progress against the 2022/2023 workforce priorities

The College of Policing to work with forces to build on the existing framework for recognising prior learning, skills and experience to incentivise career paths into policing.

The College has developed the existing framework to include investigators, PCSOs and military personnel. This is being developed through the NPCC / COP PEQF Optimisation Group.

NPCC to undertake market analysis of specialist roles, including digital capabilities, to inform wider pay and reward mechanisms and opportunities to develop partnerships with industry to build and retain skills.

A baseline including staff, pay and turnover is being developed by the Forensic Workforce lead and National Workforce Data Team to inform part of the strategy.

College of Policing, Home Office and NPCC WFCC to develop workforce planning data and skills to better understand both the capacity and capability of the workforce against current risks, including individual case tracking (Unique Reference Numbers).

The College of Policing is working with forces to develop workforce planning capabilities jointly with the CIPD Police Forum, including the development of a Strategic Workforce Planning Continuous Improvement Matrix.

NPCC WFCC to develop consistent data collection, standardised exit processes and strategies targeting disproportionality in groups in early years and mid service.

A national leavers framework, including guidance on stay and exit interviews, has been developed. This is in varying degrees of adoption across forces. Data is being captured and made available to forces through the National Workforce Data Tracker.

College of Policing as part of its review of the Nation Police Promotions Framework (NPPF) to consider the future demands of police leadership as part of the wider work of the Leadership Centre. Given the key role of Tutors supporting forces to develop attraction strategies, ongoing professional development and more consistent reward and recognition mechanisms.

The College of Policing has published national leadership standards at 5 levels ([see Section 6 on Workforce development](#)). These standards are supported by an equivalent five-stage Police Leadership Programme. Stages 2 and 3 are directly linked to ongoing reform of the Sergeant and Inspector promotion processes. A review of targeted variable payments (TVPs) for key skills / roles, such as Tutors, has been undertaken and guidance to forces refreshed to drive greater consistency.

Forces to fully adopt the national workforce data standards and the principles of the *Safe to Say* campaign to improve recording data in relation to sexual orientation, gender and disability.

Data is being captured and made available to forces through the NWDT on data quality against the workforce data standards. The principles and guardianship of the *Safe to Say* have been taken on by the NPCC Workforce Diversity lead.

NPCC WFCC, Forces to work with College / NPCC PEQF Optimisation Group to adopt best practice in relation to implementation of the new entry routes.

Costing models and standardisation of contracts have been progressed through an Optimisation Plan which sets out the priority improvements required. At the time of writing some of the 'bigger ticket' items that have been undertaken are streamlined curricula, updated assessments requirements supporting a more vocational and work-based approach and the introduction of a Single Procurement Framework.

NPCC WFCC to agree broader collection of staff data in relation to specialist capabilities (data analysts, cyber experts) for collection in the ADR.

Data is being developed on a number of capabilities and included within this report.

NPCC Citizens in Policing and Workforce Co-ordination Committees to develop a data framework to better understand the roles, attraction / attrition, contribution and sustainability of volunteers.

Data on the Duty Sheet platform has been aligned to the workforce data and is included within this report for the Special Constabulary.

College and NPCC Citizens in Policing to review the progress on the implementation and effectiveness of the national Specials Training Standards.

The College of Policing is to undertake a review alongside implementation of selection and training standards.

NPCC leads to work with NPoCC to set planning assumptions as part of their threat assessments that can be used to benchmark capacity against annual tracking.

Not progressed.

NPCC WFCC to work with forces to progress the priority areas set out in the *Police Race Action Plan (Work-stream One)*.

Update on progress in relation to attraction and retention has been given and a data framework for national and local monitoring. The Programme is currently refreshing the plan in relation to wider areas on progression and staff.

NPCC WFCC to work with the College of Policing and forces to embed the role of the Chief Medical Officer to support recruitment and retention of staff, exploring new technologies and reviewing entry standards specifically in relation to mental health.

Post holder is in place and work on entry standards has commenced.

Recommendation 1 from SAW 2021 – NPCC Workforce Co-ordination Committee to work with NPCC Committee leads to assess the future policing requirements in relation to detectives; digital forensics; Cybercrime; intelligence and research analysts; and data specialists / data scientists and develop a plan to continue to build capabilities in these areas.

Included within this report.

2. Strategic context

This section summarises the current operating environment and implications for the workforce, including high level analysis of demand and an assessment of public trust and confidence. It also outlines the economic position and impact on the labour market.

2.1 An external perspective

An external perspective has been sought from Leapwise, a consultancy company specialising in working with the public sector, which identified strategic workforce risks.

Every force faces its own unique set of challenges and there is no 'one size fits all' range of solutions. Leapwise held sessions with HR leaders across policing which identified six major areas that will require significant leadership focus in the coming years. This is further outlined in [Appendix E](#). The areas below outline where Leapwise identified key workforce considerations:

- Maintaining Uplift officer numbers is changing the composition of the workforce, and will reinforce efforts on retention.
- Robust workforce data is priceless.
- Equipping front-line leaders has never been more important.
- Prevention and demand management are increasingly important.
- Public-facing operational prevention initiatives should be matched by a relentless focus on driving out inefficiency and reducing bureaucracy.
- Strategic workforce planning is vital at both national and local levels.

2.2 Labour market, economy and service financial context

Labour Market

Economic uncertainty, historically high inflation and high employment (with low unemployment) and low vacancies has driven employees' average pay increases. This has impacted the labour market across the public sector, impacting policing already competing in areas where high recruitment are taking place such as the armed forces, prison and health services. Within this overall national trend there are regional variations which impact attraction and retention outlined below.

The economic forecast anticipated unemployment rates to increase during 2023, leading to a loosening of the labour market and, although there has been a small upturn, unemployment remains low with the UK employment rate estimated at 75.5% in May to July 2023, 0.5 percentage points lower than February to April 2023. This was highest in the South-East May to July 2023.

The unemployment rate for May to July 2023 increased slightly, but vacancies fell for the 14th consecutive period. Between March and June jobs decreased in 9 out of 12 regions of the UK, with London seeing the largest decrease, together with the South-East. London had the highest proportion of service-based jobs, a key area for police recruitment.

A factor affecting productivity, and therefore continued higher inflation levels, is high inactivity rates in the labour market, influenced by post-pandemic increases in long-term sickness and early retirement of the over 50s. The economic inactivity rate increased by 0.1% to 21.1% in May to July 2023, with those inactive because of long-term sickness increasing to another record high³. London saw the largest increase compared with the same period last year and the North-East saw the largest decrease.

The economic and labour market position has driven growth of employees' pay upwards. In March to May 2023, average regular pay (excluding bonuses) growth for the private sector was 7.7%, the largest growth rate seen outside of the pandemic period (public sector 5.8%). Nationally, employees' regular pay rose by 7.8% in May to July 2023, the highest annual growth rate since comparable records began in 2001.

Annual growth in employees' average total pay (including bonuses) was 8.5% (affected by the NHS and Civil Service one-off payments made in June and July 2023). In real terms annual growth for total pay rose on the year by 1.2% and for regular pay rose on the year by 0.6%⁴.

Pay and labour disputes led to 281,000 working days lost in July 2023. The majority of the strikes were in the Education, Health and social work sectors.

Economy

Pay growth has been driven by the steep rise in inflation and increases in the cost of living. Food and energy prices have been rising markedly over the past year, particularly oil and gas prices, but also partly in response to the conflict in Ukraine and global recovery from the pandemic putting further pressure on prices. Prices of consumer goods and services rose in the year to October 2022 at the fastest rate in four decades. Since then, the annual inflation rate (as measured by the Consumer Price Index including owner occupiers' housing costs, CPIH)⁵, has slowed, mainly driven by motor fuels⁶. In contrast, food products' inflation increased by an annual 15%.

The Bank of England expects inflation to continue to reduce by the end of 2023. This is due to several factors including continued high energy prices affecting the prices of other goods and services.

The Energy Price Guarantee (EPG) has been the main method the government has used to support households. The scheme was extended up until 31 March 2024, however, due to the recent fall in energy prices they sit below the EPG, meaning that the EPG no longer applies, and consumers are paying up to the latest price cap. Experts' predictions are for

³ Office for National Statistics (ONS), *Labour market in the regions of the UK: September 2023*.

⁴ Source: Office for National Statistics (ONS), *Labour market in the regions of the UK: September 2023*, (adjusted for inflation using Consumer Price Index including owner-occupiers' housing costs (CPIH)).

⁵ Source: Cost of living latest insights, Office for National Statistics accessed 6th October 2023 – The Annual Consumer Price Index including owner-occupiers' costs (CPIH) in the UK decreased from 7.3 percent in June 2023 to 6.4 percent in July 2023.

⁶ Source: Consumer Price Index including owner-occupiers' housing costs (CPIH) release - price of motor fuels fell by 16.4% in the year to August 2023. This was a decreased fall when compared with the 24.9% fall in the year to July. This was because of rises in the price of petrol and diesel between July and August 2023. The average price of petrol rose 5.3 pence per litre between July and August 2023 to 148.5 pence per litre. The average price of diesel rose 5.9 pence per litre to 151.1 pence per litre in the same period.

energy prices to stay well above pre-pandemic levels for the remainder of the decade putting continued pressure on households.

Some 4 in 10 (40%) adults in Great Britain paying rent or a mortgage said they were finding the payments very or somewhat difficult to afford⁷, up from 3 in 10 last year. The average UK house price increased in July 2023, higher than a year ago, but less than the peak in November 2022. Regional differences are seen, the North-East saw the highest annual house price inflation in the 12 months to July 2023, the South-West the lowest. London was the only other region where prices decreased in the year to July 2023. Private rental prices continued to grow at record high rates in the year to August 2023. In London, which accounts for almost a third of UK rental expenditure, increased by 5.9% in the 12 months to August 2023, above the England average and its highest annual rate since records began in January 2006.

Police Mutual support forces in undertaking a financial risk assessment of the workforce. One key measure is households with less than £125 month of discretionary income (the surplus left over after paying rent, mortgage, utilities, and food, means that unless they have an emergency fund or savings to fall back on, are likely to find it more difficult to claw back following an emergency draw on their finances. It estimates this impacts 14.8% of the national police workforce (highest force 30%), bringing with it the obvious risks.

In terms of a future look at workforce financial pressures, the Bank of England Monetary Policy Committee report predicted:

- Inflation (CPI) to remain well above the 2% target, falling slower than originally thought, expected to be around 3.7% by Q2 2024, falling further in 2025. This may impact pay claims, especially as the housing rental demand is likely to remain strong.
- Economic growth (GDP) is expected to be flat and remain below pre-pandemic rates in the medium term, tempering expectations of higher public spending.
- Labour market is expected to remain tight but slacken (especially for lower skilled roles). Unemployment is expected to be above 4% during late 2023 and rise gradually during 2024.
- Wage growth is expected to fall in 2024, with average private sector earnings 6% in spring falling to 5% by end of 2024. The strength of wage growth and labour market slackening has improved the outlook for household incomes.

The economic pressures do not take account of hidden costs resulting from wider accreditation processes and abstractions hitting force budgets. Further work is ongoing to understand this and the true cost to forces.

Further analysis on the labour market and economy is in [Appendix A](#).

⁷ ONS Public opinions and social trends bulletin between 20 September and 1 October 2023.

Service financial context

The labour market, economy and wage growth are likely to impact on recruitment and retention, pay assumptions and budgetary decisions. Despite the 7% police pay settlement last year there remains a longer real terms cut over the last 10 years in pay that has not been addressed. This squeeze in the labour market will be particularly relevant in areas of high demand such as for technical and specialist skills. Continued high interest rates are likely to drive expectations on future pay claims, as well as wider pressures on police finances, specifically on those forces already seeing high debt levels.

In 2023/24 total police funding was £17.2bn (assuming PCCs used maximum precept flexibility), representing an increase in spending of approximately £0.5bn on the previous year. The total pay budget across the service is approximately £14bn per annum (c£9.5bn officer pay and c£4.5bn police staff pay). The officer pay budget has increased in recent years as a result of the 20,000 officer Police Uplift Programme but will continue to rise in the medium term due to incremental pay progression (7 annual Constable pay points) based on a quarter of the workforce currently have less than 3 years' service. This will impact the scope for investment in workforce capabilities or longer-term solutions such as automation and collaboration to reduce pay budgets over time.

Figure 2: Service profile based on pay scales⁸

	Constable (old scale)	Constable (new scale)	Sergeant	Inspector	Chief Inspector	Supt.	Chief Supt.
0*	--	3%	--	18%	--	--	--
1*	--	9%	--	19%	30%	20%	26%
2	--	9%	17%	13%	21%	22%	20%
3	--	9%	22%	50%	49%	21%	54%
4	--	5%	62%	--	--	37%	--
5	--	5%	--	--	--	--	--
6*	--	4%	--	--	--	--	--
7*	--	11%	--	--	--	--	--
8	--	--	--	--	--	--	--
9*	--	--	--	--	--	--	--
10	43%	--	--	--	--	--	--
Total	43%	57%	100%	100%	100%	100%	100%

Source: OME analysis of Police Earnings Census data, Home Office.

Notes:

-- Percentages represent proportions of all officers in each rank -- where there are two pay scales for a rank, percentages have been calculated based on the total number of officers across both pay scales.

-- '*' represents a non-zero percentage less than 0.5%.

-- '--' represents non-applicable pay points.

* Pay points 6, 7 and 9 were removed from the old constable pay scale on 1 April 2014, 2015 and 2016 respectively. Pay points 0 and 1 were removed from the sergeant pay scale on 1 April 2014 and 1 September 2020 respectively.

Police Officers (and subsequently staff) were awarded a 7% consolidated pay rise from 1st September 2023 across all ranks⁹ as the main element of a series of decisions in relation to officer pay in response to the 2023 PRRB recommendations which sought to address issues relating to attraction, recruitment, retention and affordability. Whilst this rise was the

⁸ OME data workforce pay census PRRB report July 2023.

⁹ See Appendix C for Constable pay scales.

highest in recent years, it still represented real terms pay cut when compared to the prevailing inflation rates.

Although central funding (above 2.7%) was made available to forces for the annual pay award 2023/24, allocation was proportioned by grant which has meant 18 forces' pay awards were not fully funded for 2023/24 which further impacts some local budgets.

During 2023 the most comprehensive survey yet of police force finance was undertaken in conjunction with the Home Office. The survey covered 2023/24 and predictions up to 2027 and indicated:

- Approximately half of force budgets are accounted for by police officer pay. Given the requirement to maintain officer numbers there is little scope to alter this level of expenditure.
- Approximately a quarter of budgets are accounted for by police staff pay. Indications are forces are already holding vacancies and are planning to hold them for longer or reduce police staff posts to manage budgets. This presents a resulting risk of reverse workforce modernisation that may undermine service delivery.
- Approximately a quarter of force budgets make up third-party spend and inflation is having a significant impact, limiting the scope for significant savings in this area.
- Debt levels are rising as a means to fund capital investment, including short-life assets. This varies significantly across forces.
- Reserves are reducing in order to support revenue budgets and capital investment.
- Most forces have planned revenue deficits going forward in the short term which will require efficiency and savings plans.

In 2024/25 the service will receive additional formula grant funding of £150m as previously agreed in the current comprehensive spending review (in addition to the £515m pay award grant). PCCs also have flexibility to increase precept by up to £10 at Band D, which would generate approximately £200m per annum additional funding. Beyond this, it is expected that there is likely to be limited additional funding.

There is a clear expectation from Government, all political parties and the Home Office that the service will improve both efficiency and productivity following the significant investment within the Uplift Programme. Forces are at different points in terms of their relative funding, savings cycle and productivity levels which will influence decisions taken locally. A series of indicators has been developed by the service to assess risk and resilience of each force in terms of their relative financial position.

Against the financial context summarised above, significant service-based pressures exist in terms of increased demand and investigation complexity. Pinch points already exist across the service and forces in relations to skills shortages, as will be outlined in later

sections of this *Assessment*. In practice, this means that the planning, management and delivery of local HR strategies will be needed with a focus on attraction, recruitment and retention as well as training and development in order to maximise efficiency and productivity.

Recommendation: Forces should undertake a financial risk assessment to understand their force resilience and assess the implications for their workforce plans against their financial risks.

2.3 Operational context

This year's Force Management Statements¹⁰ set out a service perspective of the operating context and perceived workforce challenges. Key themes were technology, developments in automation and artificial intelligence and the demands from the wider criminal justice system. Half of forces assessed as "high" the risk of failure due to rapid technology advances, greater public expectations and skills gaps compounded by recruitment and retention challenges. Just under half highlighted the growing court backlogs, complexity of file preparation through disclosure and digital demand impacting the workforce. The Police Digital Service has a key role to bring forces together with the market to assist in the solutions.

Several Local Authorities have indicated levels of significant financial distress. As they reduce their spending levels further, this is likely to have an impact on police demand, placing more burden on the workforce. How this displaced demand and impact for the workforce is captured and strategies put in place needs to be considered, taking the learning from 'Right Care, Right Person', for example.

The Crime Survey for England and Wales (CSEW) shows a long-term reduction in all crime (excluding fraud and computer misuse). From data gathered by this and police recorded crime to March 2023, post-pandemic trends are starting to emerge. Some crime types are returning to their pre-pandemic levels, while others may have been affected by changes in people's behaviour during the pandemic and the subsequent lifting of social restrictions. The CSEW remains the best estimate of long-term trends and shows (based on March 2023 data) that compared with the year ending March 2020 total crime decreased by 15%, with falls in key crimes such as domestic burglary (30%) and vehicle-related theft (18%). Although lower than pre-pandemic levels, police recorded offences show an annual rise in robbery and crimes involving knives or sharp instruments. Sexual offences have also risen (up 20%) impacted potentially by high-profile cases and campaigns encouraging victims to report both recent and historical incidents.

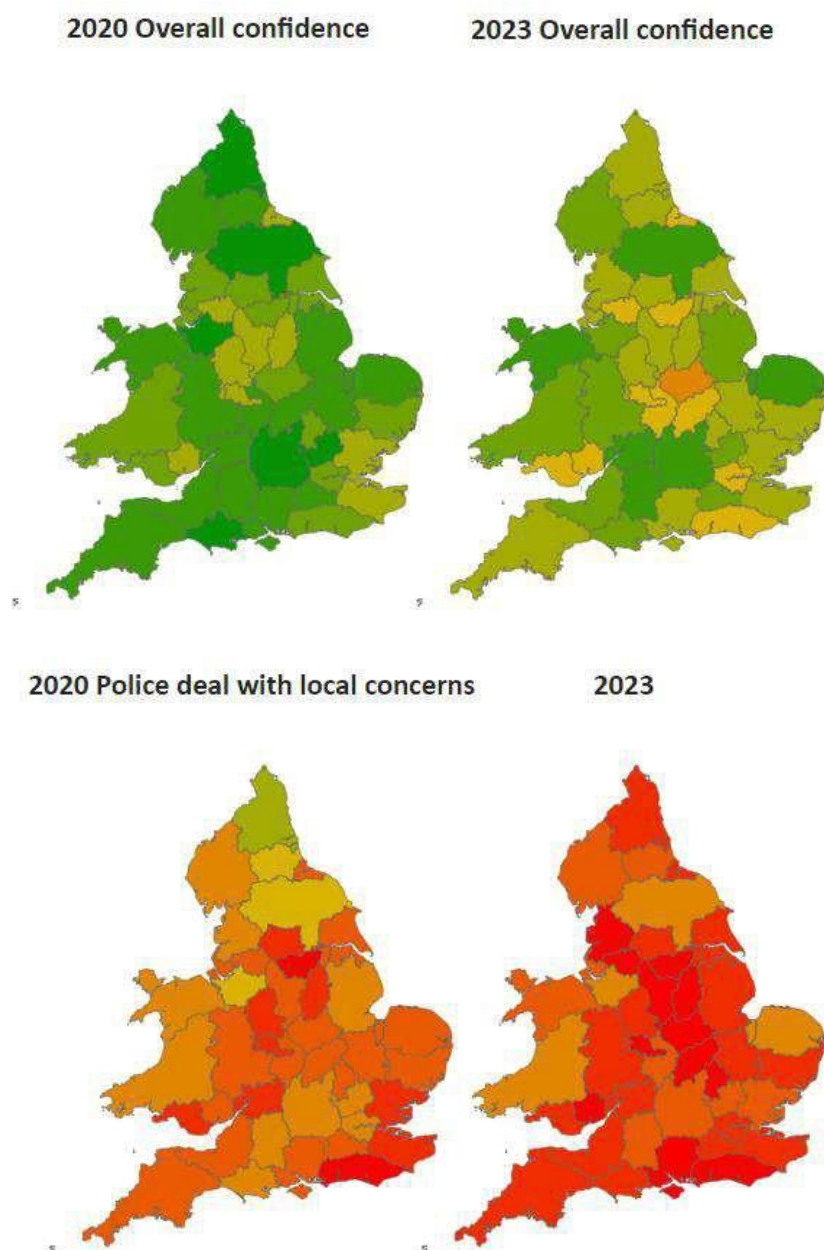
The complexity of the offences investigated has also increased and with that the skills required for investigation. The Crime Severity Score produced by the ONS as an experimental statistic since 2013, shows the score has risen by 70%. Increased demand is seen in areas traditionally outside the core mission, such as mental health, putting pressure on other parts of the system and needing longer-term partnership resolutions. This all suggests continued demand on the workforce, Learning & Development and

¹⁰ HMICFRS review of 2022/23 FMS, NPCC October 2023.

wellbeing resources potentially at a time when budgetary considerations may seek to reduce them.

Public confidence remains an ongoing key risk for policing. The Office for National Statistics (ONS) estimates that, in the year ending September 2022, 16.8% of adults experienced a crime. Public confidence indicators show a fall based on the British Crime Survey indicators. A poll conducted by YouGov showed that in March 2023, less than half of the public thought the police were doing a good job, down from 75% three years ago. In 2020, 6 forces were in band 1 (over 80% confidence) and 15 forces in band 2 (75-80%), this has fallen to 0 and 6 respectively in 2023. The lowest results are seen in the question about whether police deal with local concerns, with 30 forces scoring under 50%. More detailed analysis to better understand regional variations and drivers is being undertaken through the NPCC Hub collating local survey information.

Figure 3: Public confidence indicators¹¹



¹¹ Crime Survey for England and Wales (CSEW).

In relation to context, HMICFRS is now in its latest PEEL inspection round. This is seen as a more challenging test of service delivery and leadership, as a way to drive improvement. The 2023 *State of Policing Report* highlighted the following main issues facing the service:

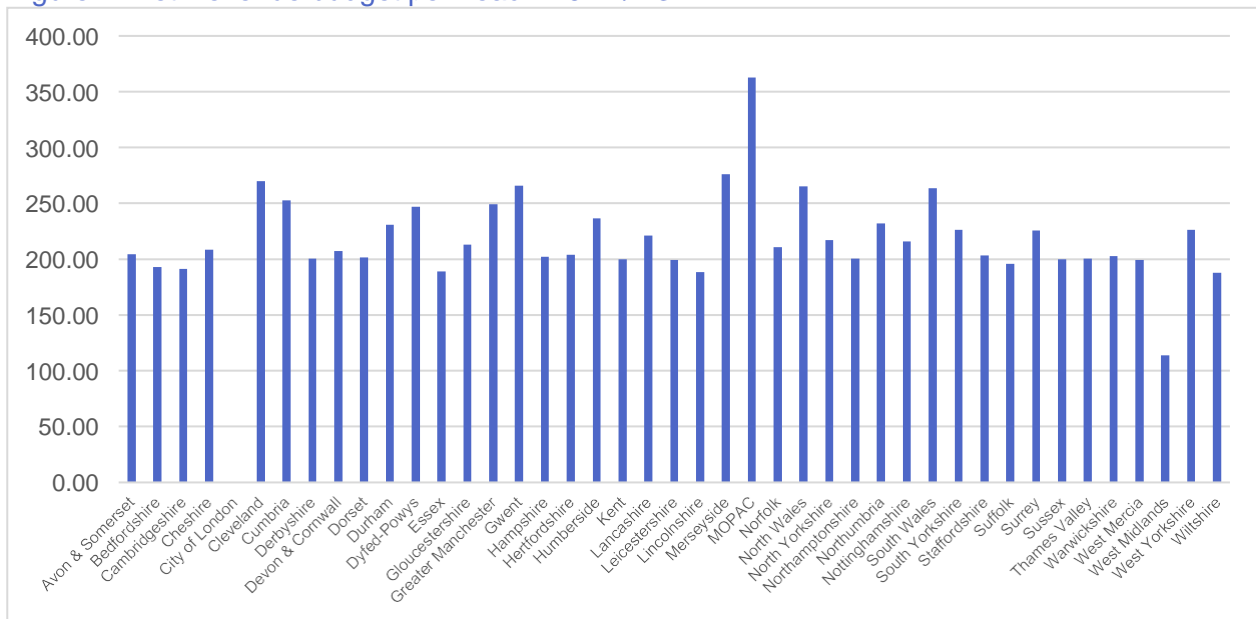
- **Trust** – Public trust and confidence are unacceptably low. The police are facing rising demand from the public and are not keeping up. There needs to be greater clarity over what the police’s role in society is. Police leaders have a responsibility to take a firmer stance on what the police will and will not do.
- **Deployment** – Perception of a withdrawal from neighbourhood policing. The resources required to recruit, train and supervise so many new officers are substantial and there is currently an increasingly inexperienced workforce. Many forces have been struggling with inflation and only partially funded pay awards, impacted by maintaining officer numbers affecting efforts to modernise.
- **Efficiency** – Greater need for investments in technology and the benefits realised/evaluated and greater collaboration on innovation.
- **Leadership** – The police service needs to improve the way it identifies which officers are sufficiently capable to become senior leaders.
- **Prevention** – The service must view prevention as the core of all policing activity, and it must work closely with local organisations such as social services, healthcare and education bodies to solve problems early.
- **Data** – The police do not collect and analyse data enough and this hampers police efficiency.
- **Wellbeing** – Forces should be making every effort to support the wellbeing of their officers and staff.

2.4 Funding and sustainability

It has been acknowledged that the current funding formula and system for police funding does not properly reflect need¹². The Government has committed to developing a new funding formula (no timescale set), but investment on this basis over the last 3 years through Uplift has further amplified existing inequality.

¹² *Does funding follow need? An analysis of the geographic distribution of public spending in England*, Institute for Fiscal Studies, October 2022.

Figure 4: Net Revenue budget per head¹³ 2022 / 23

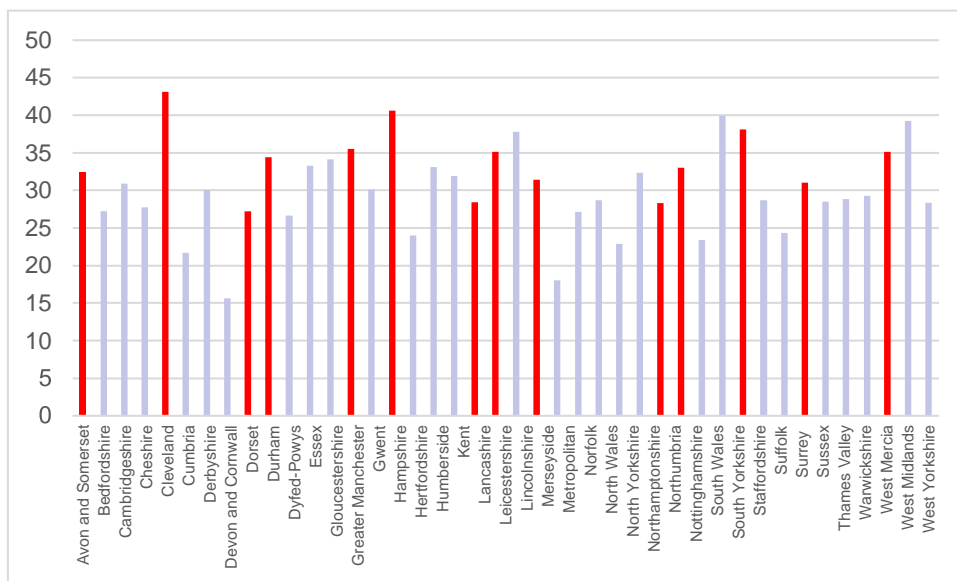


N.B. MOPAC funding includes additional elements.

Effective workforce planning requires a strong and ongoing relationship between finance and HR. The experience through Uplift would suggest improvements could be made in this area. Decisions on officer numbers, now locked in by grant allocations, at least in the short term will impact future workforce decisions.

Demand as defined by crimes per officer gives another indication of individual force pressures on the workforce. Those in red have an officer establishment below 2010 levels post Uplift. This starts to point to forces where the workforce may be under stress subject to their wider operating model.

Figure 5: Crimes per officer 2022/3 (excluding fraud)



Forces highlighted in red have below 2010 officer levels.

¹³ Source NPCC: based on 2022/23 budget set against 2021 population figures.

There are a number of workforce planning ‘stress factors’ which, when overlaid at a local level, give an indication of risk vs. resilience. Figure 6 below shows an initial assessment¹⁴ of forces against 5 risk criteria:

- 1) Percentage of officers with under 3 years’ service;
- 2) Long term absence;
- 3) Attrition including transferees;
- 4) Percentage of officers on recuperative duties; and
- 5) Percentage of officers on restricted duties.

Further data can be overlaid to provide a national picture of financial resilience including reserves, staff vacancy factor, debt. This now needs to be developed in conjunction with forces’ HR Leads in order to form a key workforce planning tool that could inform Force Management Statements.

Figure 6: Example of a national workforce risk vs. resilience assessment

	Suffolk	Warwickshire	West Midlands	Gwent	Hampshire	Hertfordshire	Northamptonshire	Cleveland	Leicestershire	Bedfordshire		Cumbria	Derbyshire	Kent	South Wales	Staffordshire	Surrey	West Mercia	Cheshire	Gloucestershire	Greater Manchester	Lancashire		Northumbria	Sussex	West Yorkshire	Wiltshire	Devon & Cornwall	Dorset	Durham	Essex	Nottinghamshire	South Yorkshire	Tames Valley		Dyfed-Powys	Avon & Somerset	North Wales	Humberside	Metropolitan Police	Cambridgeshire	London, City of	Merseyside	Lincolnshire	North	North Yorkshire
1	2	1	1	3	1	2	1	1	1	1		2	4	3	4	2	2	2	3	3	2	4		2	4	4	1	4	4	2	2	1	1	3		4	3	4	3	3	3	4	2	3	3	4
2	3	1	4	1	1	1	3	1	2	1		1	2	4	2	3	4	4	2	2	1	2		3	3	2	3	2	1	2	4	2	3	3		4	4	4	3	4	3	4	3	2	4	1
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4	1	1	1	4	4	2	2	3	2	1		4	1	2	1	2	3	2	1	3	4	1		3	3	1	4	3	2	3	2	4	4	3		3	4	3	4	4	2	2	4	2	1	3
5	4	4	1	1	3	4	3	3	2	4		3	3	1	2	2	2	2	1	1	1	1		2	2	3	4	3	3	3	1	4	2	1		3	4	2	2	1	4	4	2	4	3	4

¹⁴ Forces’ scores ranked 1-43 data March 2023.

3. Strategic workforce planning

This section outlines the capacity of the workforce, providing an assessment of trends over time. Comparison data at a national level is based on the 2021 Census (Appendix D), unless otherwise stated. Forces may have more granular data available locally.

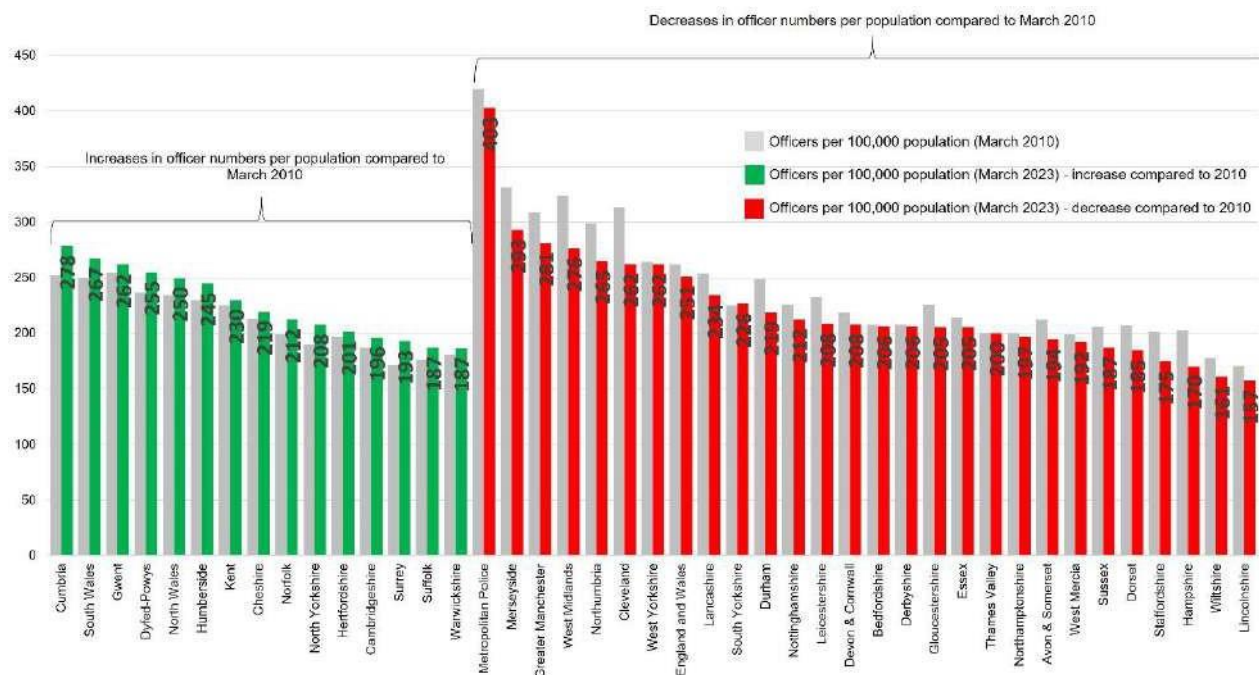
3.1 Workforce summary

Capacity

As at 31 March 2023 there were 233,832 FTE police workers (including officers, staff, designated officers and PCSOs) employed by the 43 forces, an increase of 3.8% on the previous year. This is the highest number of police officers since comparable records began in 2003, but not the highest number of paid police workers which was 244,497 FTE in March 2010. In addition, there is a volunteer workforce of Special Constables (6,841).

In the year ending March 2023, 16,328 police officers joined the 43 forces, an increase of 3,359 FTE (or 27.7%) on the previous year. This is the highest number of officer joiners in a financial year ever. The officer headcount was 2.4% (3,536) above the 2010 level, resulting in over 149,000 officers, a level that it is expected to be broadly maintained to March 2024. It should be noted this included additional funding for 33 forces to deliver an additional 2,025 officers over their initial Uplift allocation for which funding has yet to be assured beyond March 2024. As at July 2023, 27 forces have officer levels above those in 2010.

Figure 7: Officers per capita (by headcount)



The workforce model through Uplift, and now baked into force budgets, was based on an anticipated growth of 1 member of staff for every 3 officers net growth, however decisions were made locally and as a result changes to staff headcount varies considerably by force

albeit 42 forces have increased their staff headcount since 2019 (care should also be taken in interpreting staff data given local collaborative arrangements are in place and have changed over time e.g. ROCUs).

The staff headcount has increased 13.4% since 2019 but compared to 2010 has fallen by 5.8% (4,840)¹⁵, impacted mainly by the reduction in PCSOs. More detail on changes in specific capabilities are outlined in **Section 4 – Core capabilities**.

PCSO levels have had the greatest impact on staff numbers, falling by 18.2% (1,741) since 2019, only 6 forces growing since 2019. However, this reduction is on the back of a long-term decline, with >50% reduction since 2010 (during this time a ring-fenced grant was removed). As of March 2023, the PCSO headcount was 7,806.

Figure 8: Police Staff, PCSO and Special Constables headcount over time¹⁶

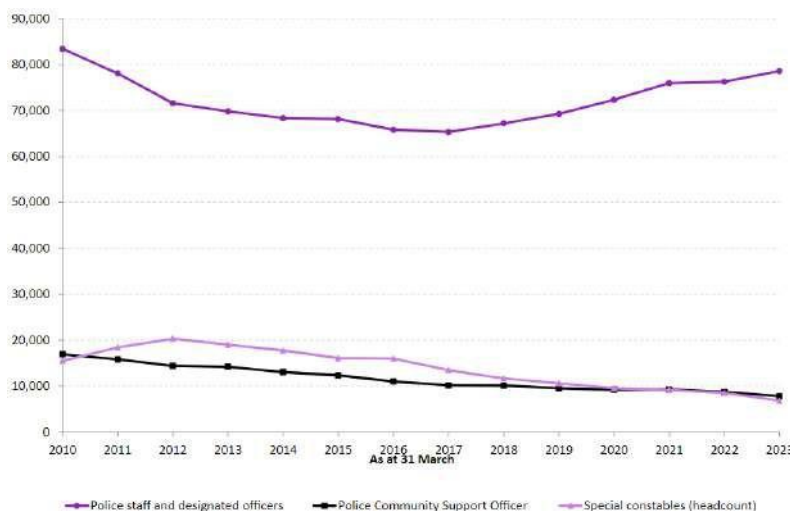
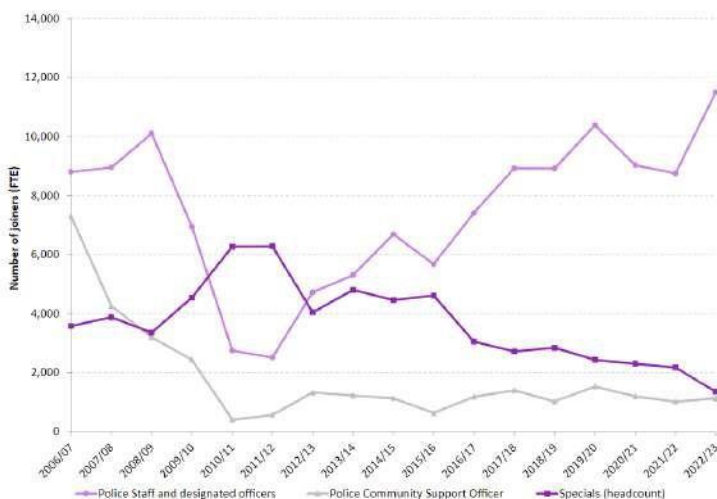


Figure 9: Police Staff, PCSO and Special Constables recruitment over time



Since 2019 Special Constabulary levels have dropped by 35%. Although Uplift has undoubtedly had an impact on force recruitment capacity, the establishment in the Special Constabulary has been falling over more than a decade. Since 2010 every force has seen

¹⁵ Source: www.gov.uk/government/statistics/police-workforce-england-and-wales-31-march-2023/police

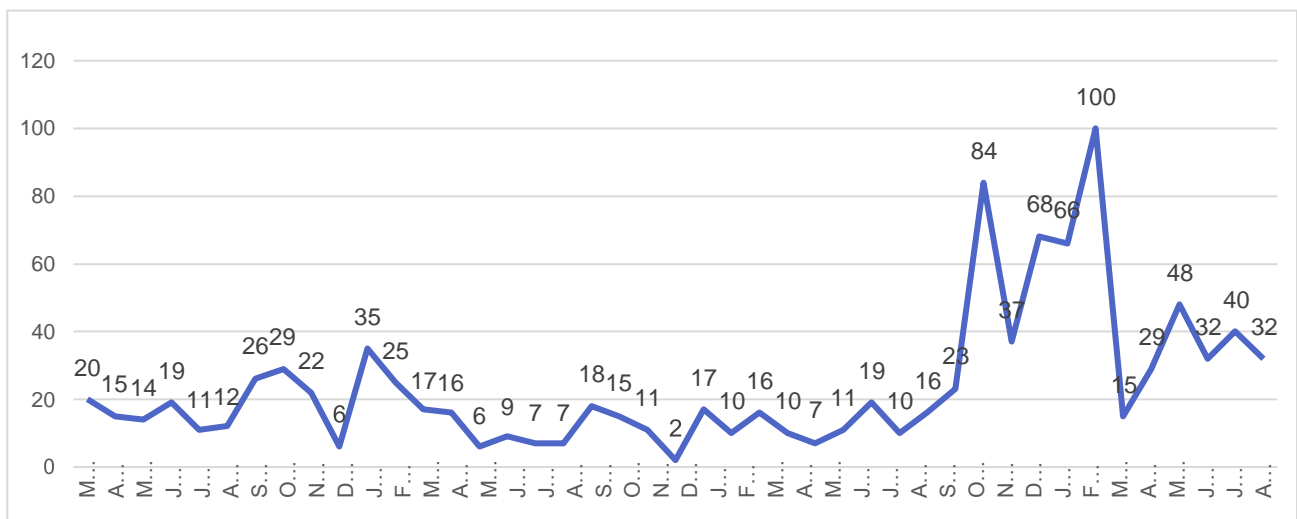
¹⁶ Source: www.gov.uk/government/statistics/police-workforce-england-and-wales July 2023

a reduction in their Special Constabulary, reducing nationally by 56%. Only 4 forces have maintained or increased levels (Gwent, Norfolk, South Wales and West Midlands).

Police support volunteers have also decreased by 8.3% (7,322 headcount). This downward trend mirrors wider volunteering across all sectors, in terms of responding to the impacts of COVID period, a peak followed by a significant drop off. No data on Police Cadet schemes is included.

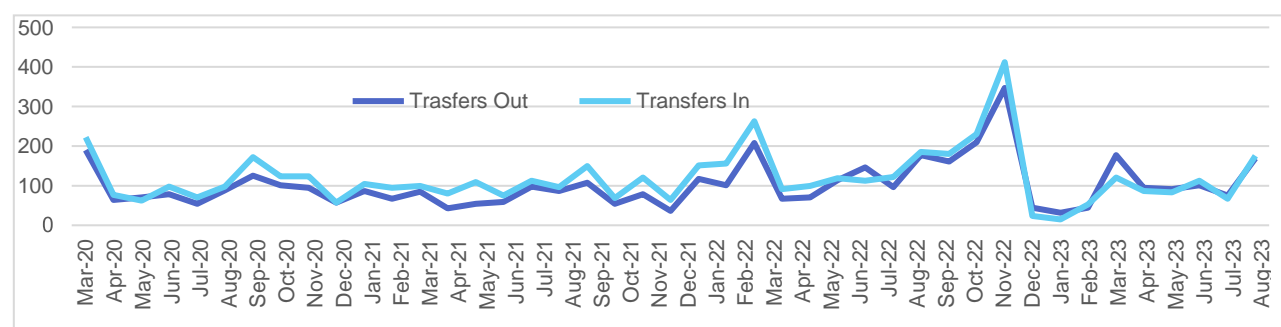
The internal pathway for officer recruitment remains strong from staff roles and the Special Constabulary. The volume of re-joiners remains low, despite the retire and rehire policy in place, limited potentially by the cost, but those forces using it have not seen the expected demand. Data shows re-joiners peaked in Q3 and Q4 2022/2023 dropping in the first half of the 2023/24, linked to the Metropolitan Police recruitment. It is not known on average how long an officer stays once re-joining the force and better data collection in this area is required to understand the implications for workforce planning. Of the 2 main forces using the re-joiner scheme, both have policies in place in terms of pension non-abatement.

Figure 10: Re-joiners over time – March 2020 – September 2023¹⁷



Organisational ‘churn’ through transferees has returned to pre-March 2022 levels after a significant rise last year linked to recruitment allocations. Data now collected shows Home Office forces are net receivers from non-Home Office forces. The implementation of the National Leavers Framework in December 2022 included capturing the reasons for an officer transferring out. At present, as with resignations, there is still a significant number of data gaps and until this is fully collected no real insights can be given.

Figure 11: Transferees over time¹⁸



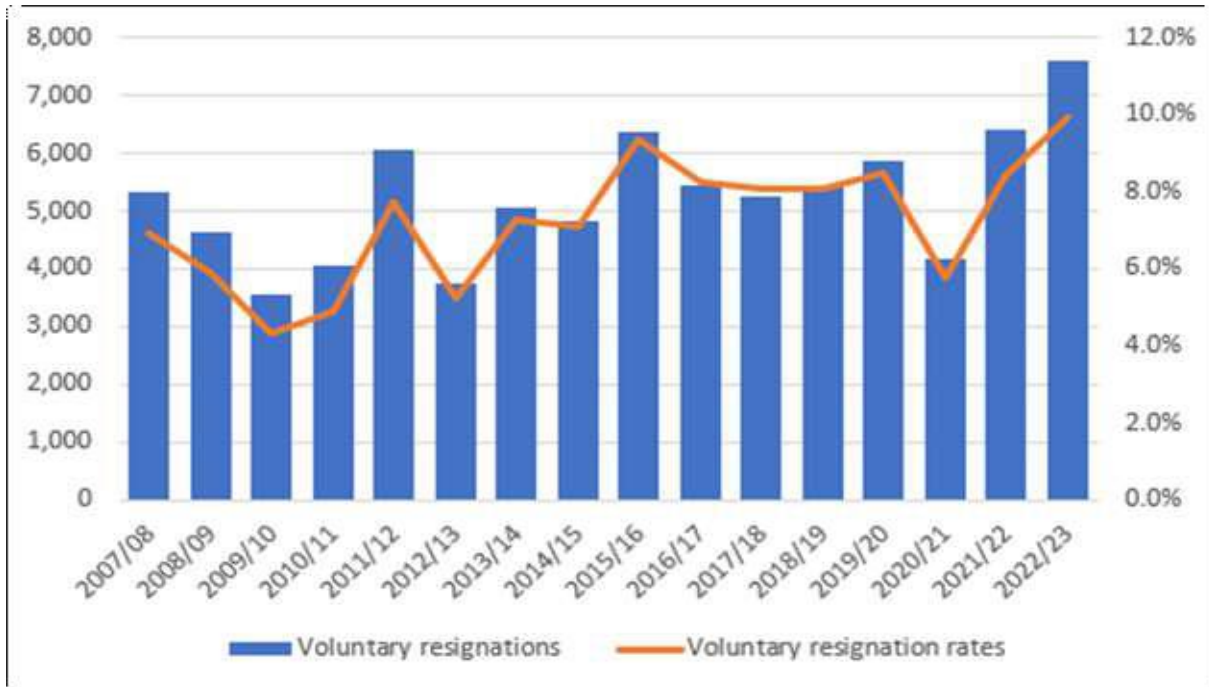
¹⁷ NPCC unpublished management information.

¹⁸ NPCC unpublished management information.

Service Profile

There has been a steady growth and turnover of staff over time. Resignation rate of staff has been fairly stable over time, returning to pre-pandemic levels, a trend seen in other sectors.

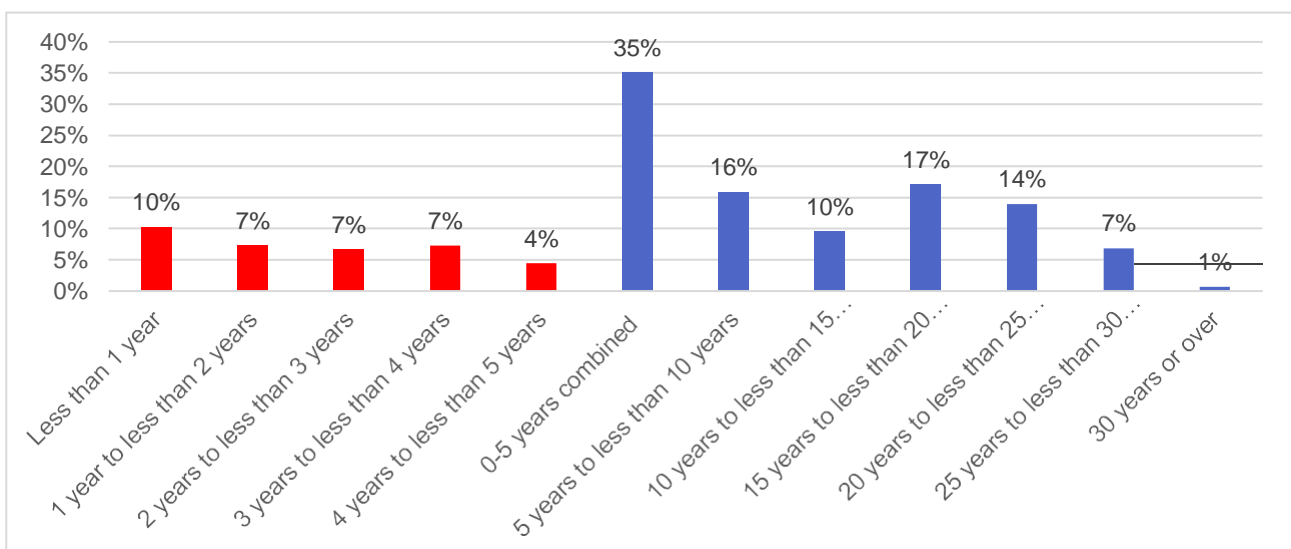
Figure 12: Police staff turnover over time



In terms of the officer workforce, 10 years of famine followed by 3 years of feast have dramatically impacted on the service profile which will have a legacy impact on both workforce planning and force budgets.

The experience and age of officers has shifted. The traditional mid-service pipeline for skills and progression has reduced and will need to be considered in talent management strategies. A large early years' cohort will continue to bring additional demands on Learning & Development resources, as well as financial pressures as the pay budget increases over the next 5 years in line with pay progression for Constables (from Pay Point 1 to 7 on an annual basis).

Figure 13: Officer profile by length of service



Currently, 18% of the workforce are in probation¹⁹, with just under 40% of all officers having less than 5 years' service. Historical recruitment decisions mean force profiles vary. For all forces, due to ongoing recruitment and attrition, the proportion of officers with under 5 years' service will continue to increase in the short term before reducing to the pre-Uplift norm of around 20% from 2029 onwards.

Figure 14: Service profile by force, those with less than 5 years' service tracked against attrition as at August 2023²⁰

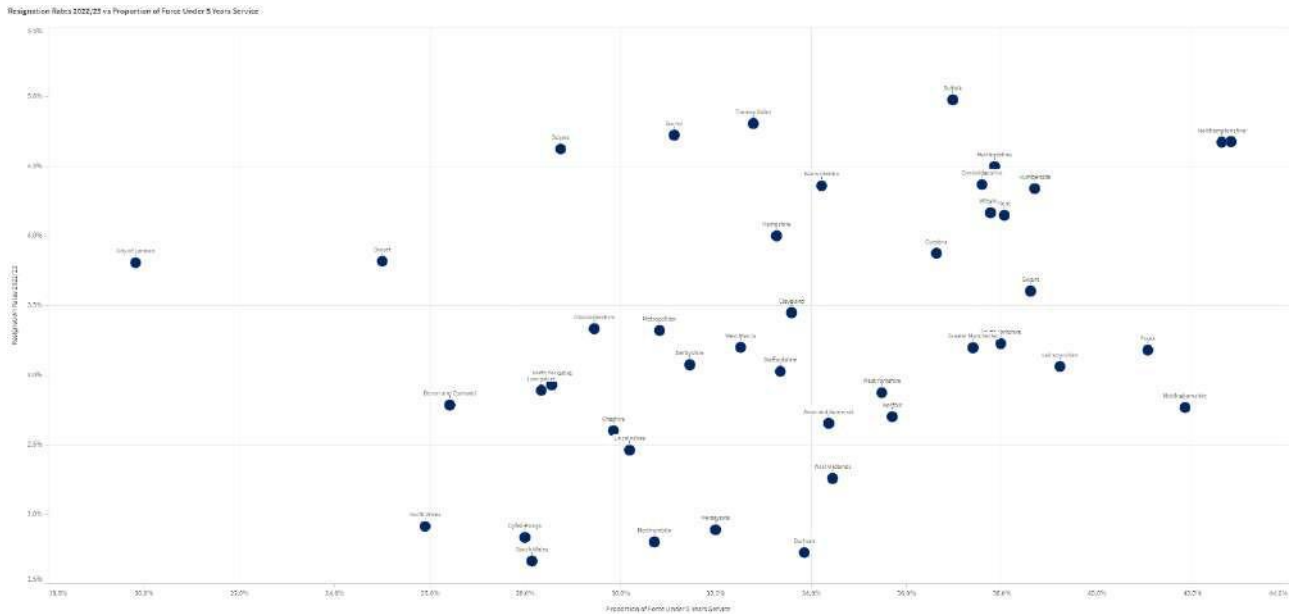
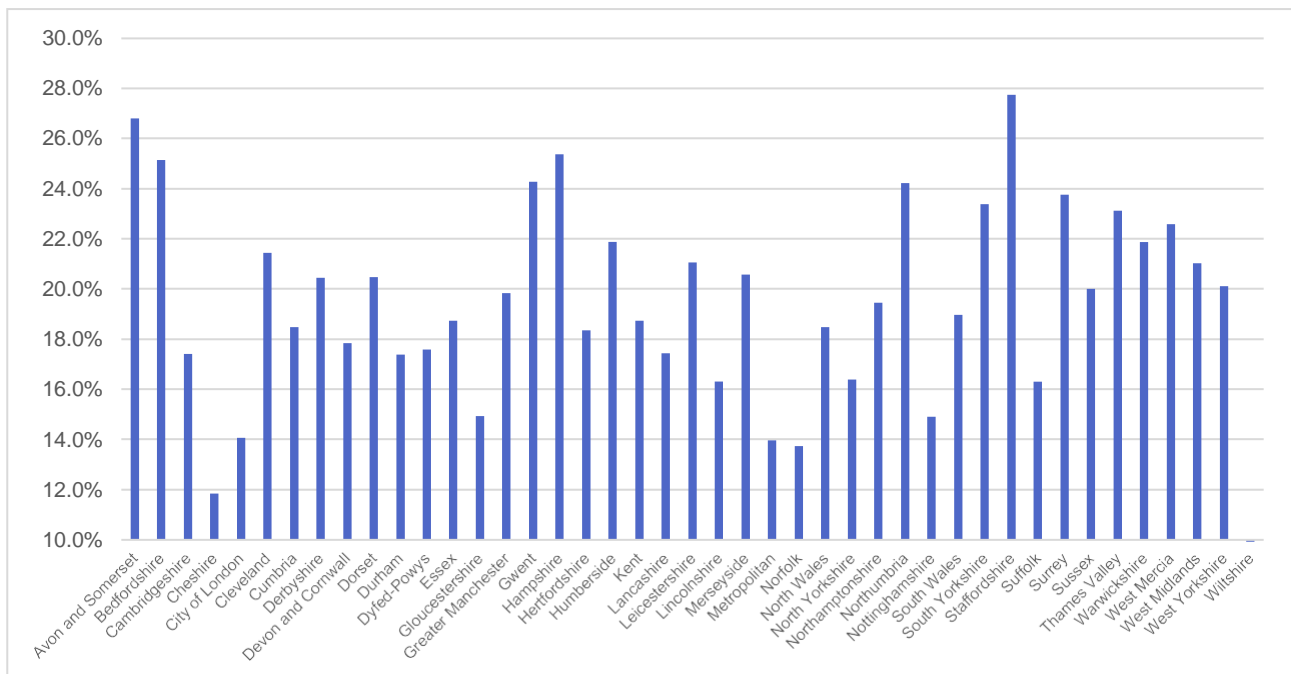


Figure 15: Percentage of officers in training by force (June 2023)

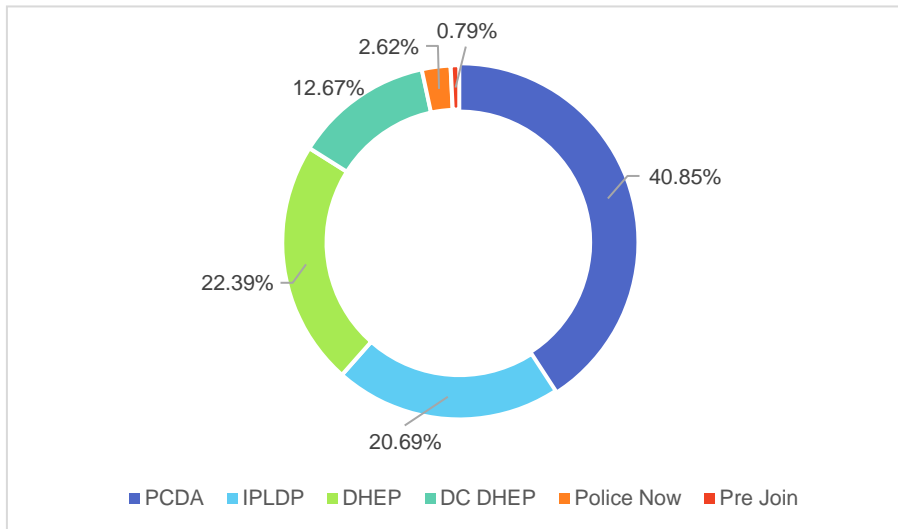


Officers have had a mix of initial training. The Police Constable Degree Apprenticeship (PCDA) accounts for 40% of all those in probation currently. The profile appears to be changing with the introduction of the new 2-year programmes.

¹⁹ NPCC unpublished management information.

²⁰ NPCC unpublished management information.

Figure 16: Officers currently in training by entry route



Based on the current attrition profiles, annual recruitment of 20,000 will be required over the next two years, still above pre-Uplift levels. Based on the 8:1 ratio application-to-hire ratio this will require 160,000 applications nationally. The College of Policing will need to continue to resource the assessment as the main delivery partner and will need to consider this as it recommissions the IT platform in 2023/4. This will provide opportunities to streamline processes and reduce the delivery cost to forces going forward.

The service has retained levels of spans of responsibility for supervision over time despite the dramatic workforce changes. This trend has continued, with the exception of the Sergeant level, where there has been a steady increase in supervision ratios since 2010. In last year's capability assessment 8 out of 10 forces stated they intended to increase Sergeants. In the year ending March 2023 there was a 5.3% increase in Constables, whilst Sergeants only grew by 4.3%. Based on this year's capability assessment 22 forces are predicting a growth of Sergeants in the year ending March 2024, 14 Forces estimated increase in growth of Inspectors.

Figure 17: Percentage change in workforce FTE as at 31 March 2023 compared to 2022

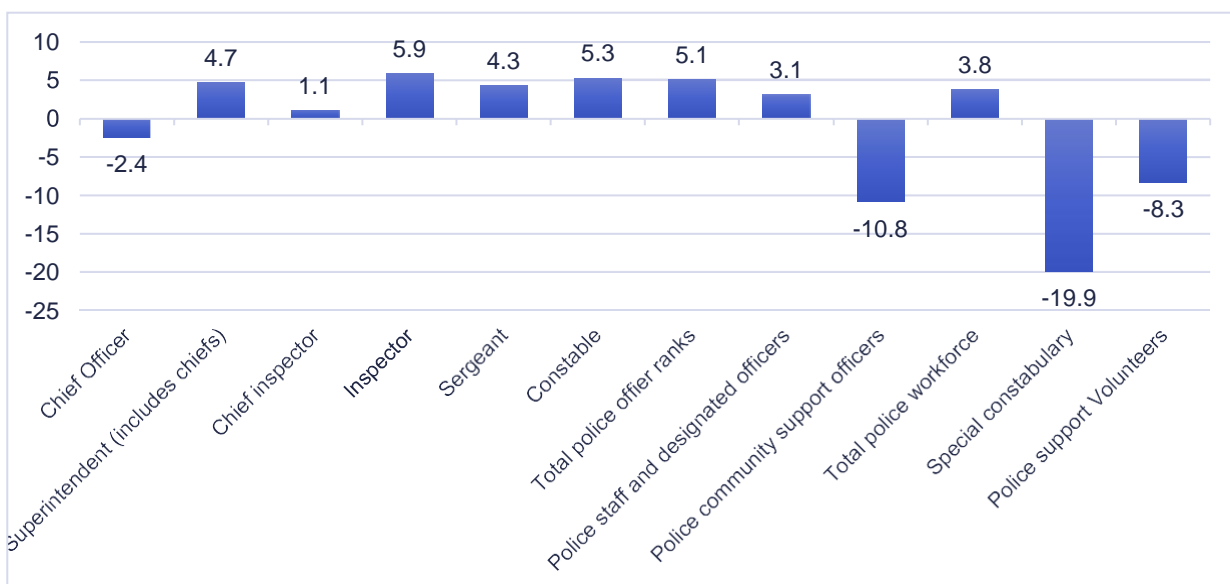


Figure 18: Supervision ratio

Year	Constables per Sergeant	Sergeants per Inspector	Inspectors per Chief Inspector	Chief Inspectors per Superintendent	Superintendents per Chief Superintendent	Chief Superintendents per Chief Officer
31 March 2007	5.0	3.1	3.8	1.9	2.1	2.3
31 March 2008	4.9	3.1	3.8	1.8	2.1	2.4
31 March 2009	4.9	3.1	3.9	1.9	2.1	2.2
31 March 2010	4.7	3.2	3.7	1.9	2.2	2.1
31 March 2011	4.8	3.3	3.6	2.0	2.2	2.0
31 March 2012	4.8	3.2	3.8	1.9	2.3	1.8
31 March 2013	4.9	3.3	3.5	2.2	2.2	1.8
31 March 2014	5.0	3.3	3.3	2.3	2.1	1.8
31 March 2015	5.2	3.4	3.5	2.0	2.4	1.7
31 March 2016	5.1	3.3	3.6	2.0	2.5	1.6
31 March 2017	5.1	3.4	3.4	1.8	2.8	1.6
31 March 2018	5.2	3.3	3.5	1.8	3.1	1.3
31 March 2019	5.2	3.3	3.3	1.9	2.9	1.5
31 March 2020	5.4	3.3	3.3	1.8	3.0	1.4
31 March 2021	5.6	3.2	3.2	1.9	3.2	1.3
31 March 2022	5.4	3.3	3.1	2.0	3.0	1.4
31 March 2023	5.5	3.2	3.3	1.9	2.9	1.5

Currently just under half of those leaving the service do so on retirement, this is concentrated at the higher ranks (and higher as a proportion of that rank) with a significant proportion reaching 30 years' service over the next 5 years. This does not take account of the changes in 2023 to the lifetime allowance and nor the impact any future changes may have on attrition, specifically at Chief Officer level. More detail on the progression pipeline is covered in [Section 6.2 – Talent management and progression](#).

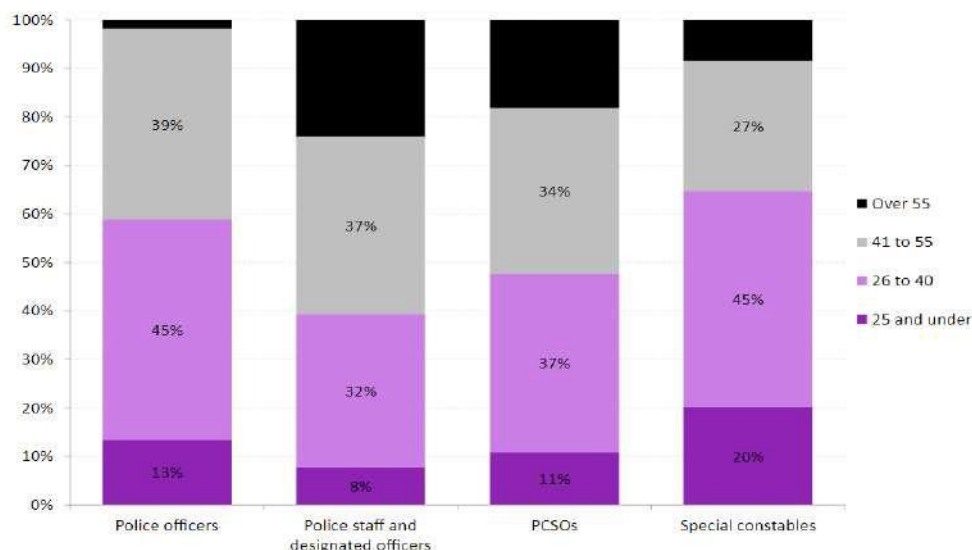
Figure 19: Officers Expected to Retire (when they reach 30 years' service)²¹

	Sergeant	Inspector	Superintendent	Chief Superintendent	Chief Officer
Less than 1 year	303	251	91	32	33
Between 1 year and less than 2 years	415	244	84	37	18
Between 2 years and less than 3 years	544	336	101	41	25
Between 3 years and less than 4 years	568	337	83	38	25
Between 4 years and less than 5 years	730	386	79	25	13
	2,560	1,554	438	173	114
Proportion set against workforce by ranks as at March 2023	11%	22%	44%	37%	55%

The age profile has shifted over time, albeit 8 out of 10 officers remain over 26 years old. 13% of officers are now under 26 years, compared with 9% in 2019.

²¹ Home Office unpublished workforce data.

Figure 20: Age breakdown of police workers, by worker type, as at 31 March 2023



Representation

Workforce data is collected against the national standards for ethnicity, age, religion or belief, disability, sexual orientation, gender, sex and gender reassignment. Work has been undertaken with forces to align their collection, however, many officers have yet to update their profiles and, as such, data sets are not currently complete. Because data on sex and ethnicity have been collected for longer, that data is more complete and so data within this *Assessment* focuses on these two characteristics. Since June 2021, experimental statistics have been included in the Home Office published information to provide figures for the proportion of officers broken down by sexual orientation, age and disability status however the data gaps impact its reliability.

Sex

While 2000–2010 saw female officer numbers increased by 9.2% (to 25.7%) this slowed to 2019 during which it increased by 4.7%. There was a growth of only 1.2% more females by March 2019 compared to March 2010, compounded by females leaving at a higher rate. The proportion of female constable joiners in 2019 was 34.7%, virtually unchanged since 2008 (33.9%).

The rapid growth in officers since 2019, combined with more targeted recruitment, has been an enabler for female representation. Female joiner rates peaked in September 2021 at 45.8% and accounted for 43.2% of new joiners in the year ending 31 March 2023, up slightly on last year. As of last year, Cumbria had the highest proportion of female police officers (42.3%), followed by North Wales (40.1%). The City of London Police had the smallest proportion of female officers (24.3%) followed by the Metropolitan Police Service (30.8%), and Cleveland Police (31%).

Figure 21: Proportion of female officers over time

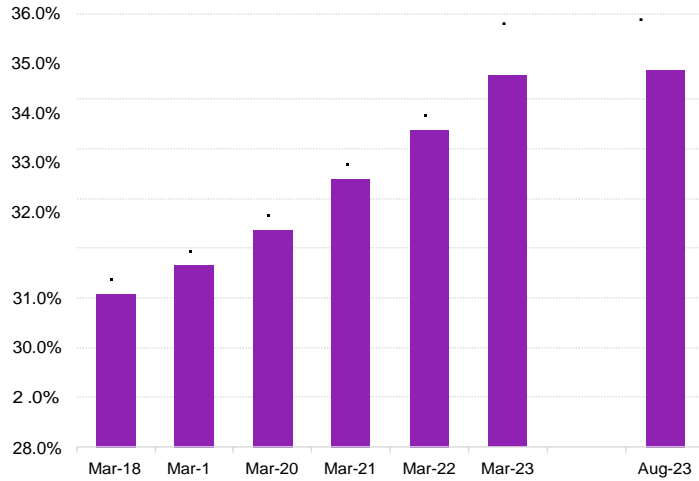
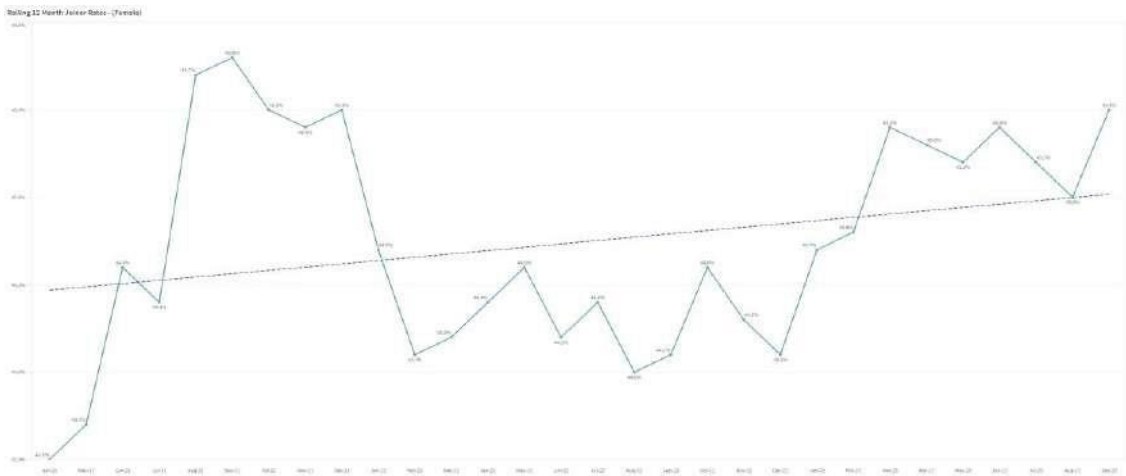
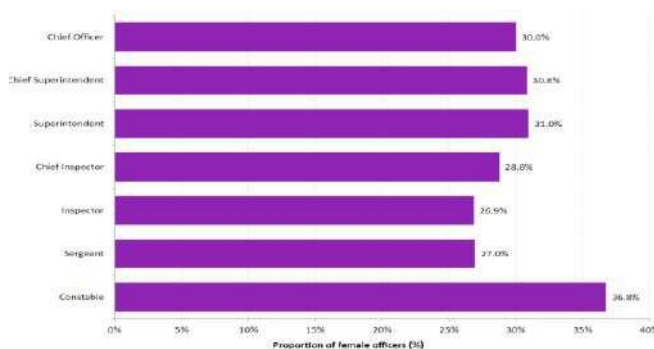


Figure 22: Proportion of female joiners over time²²



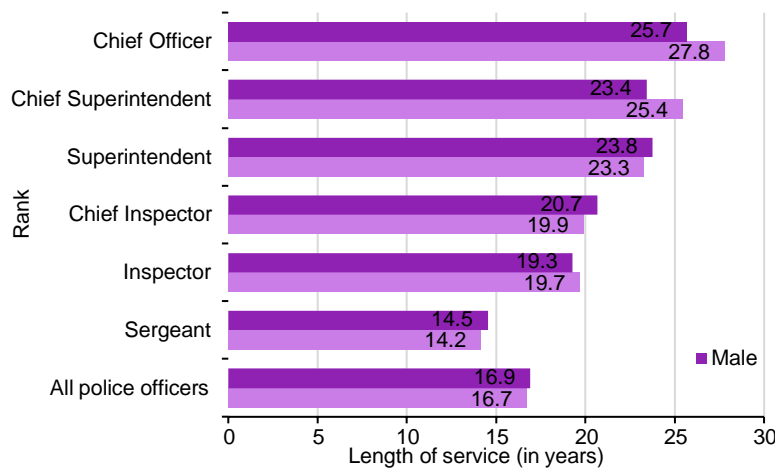
The same progress has not been made at all ranks, albeit the average length of service for progression through the ranks is similar to males. Females accounted for 30.5% of all officers promoted last year, a drop on the previous year (31.2%) and below the proportion of the workforce. At all ranks levels have yet to reach 30%, where research would indicate representation impacts culture. Caution should be taken when interpreting the data as progress in some ranks has been impacted by a greater proportion of male retirements than increases in female promotions at this rank such as in the Superintending ranks.

Figure 23: Proportion of female police officers, by rank, as at 31 March 2023, England and Wales



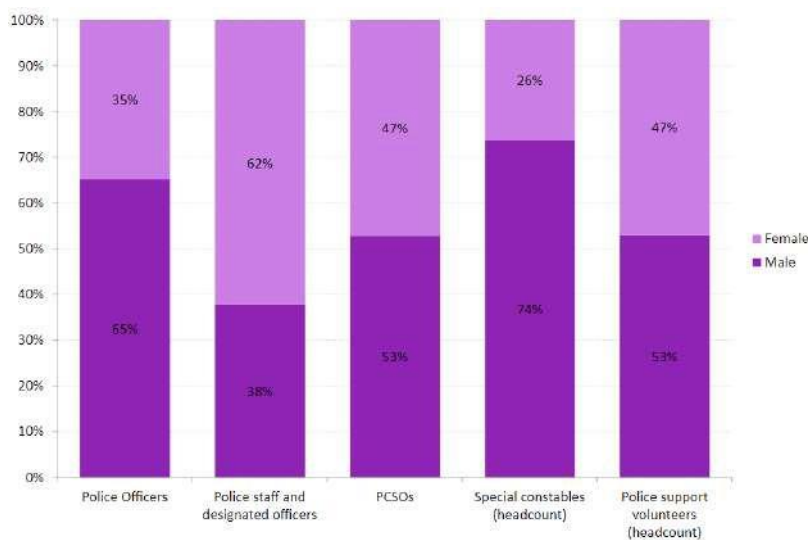
²² NPCC unpublished management information.

Figure 24: Average length of service of police officers promoted, by sex, in the year to 31 March 2023, England and Wales²³



Representation of women is greater across roles including PCSOs and police staff. Having learnt the lessons from targeted officer recruitment over the last 4 years, these now need to be used for recruitment of the Special Constabulary where levels of females are lowest (26.3%).

Figure 25: Police workforce by sex, as at 31 March 2023, England and Wales²⁴



Ethnicity

Ethnicity is collected and reported on against 21 sub-groups. Since June 2021, data has been aggregated on the Black and Black Mixed Heritage workforce to better understand the Black workforce and impact of internal processes. From March 2023 the national data standards included 'Black British' and 'Asian British'.

The pace of growth through Uplift for ethnic minority officers has increased at a greater pace than in previous years. That said, overall joiner rates for ethnic minority officers have been in decline since the peak in December 2021 when the rolling 12-month joiner rate was 13.3%. Excluding transfers, in the year ending March 2023 10.7% of all joiners were from ethnic minorities (excluding white minorities), a decrease on the previous year

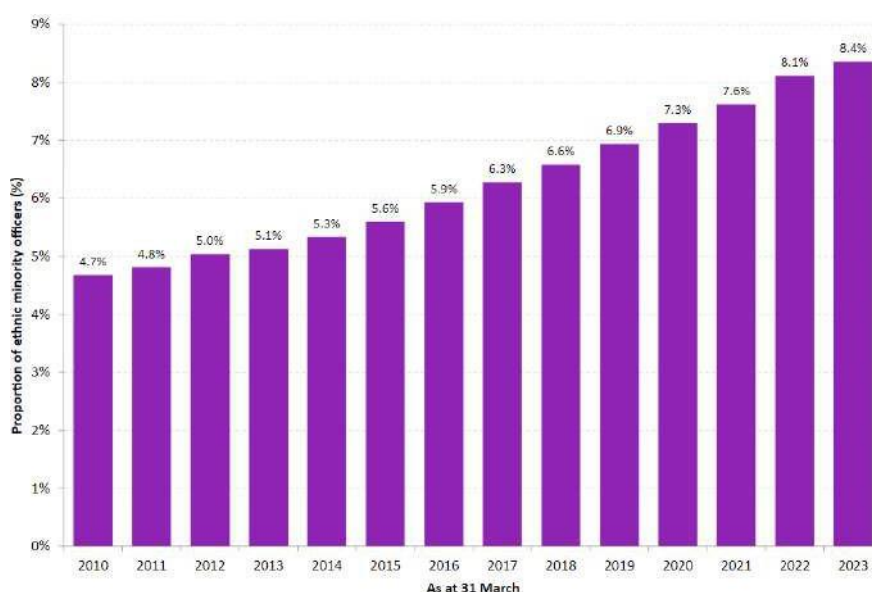
²³ Home Office unpublished workforce data.

²⁴ Home Office unpublished workforce data.

(12.4%), impacted by balancing the demands of achieving volume recruitment set against diversity, as well as the lower levels of recruitment in the Metropolitan Police. The most diverse areas saw the highest joiner rates – Metropolitan Police Service (23.8%), City of London Police (19.4%) and West Midlands Police (17.0%). Bedfordshire Police also had a more ethnically diverse cohort of joiners than other forces (15.3%).

The volume of recruitment however means there has been a gradual upward trend in the proportion of officers who identify as an ethnic minority (excluding white minorities) accelerated also by leavers from the police service predominantly identifying as white. As at 31 March 2023, 8.4% of officers (11,966) identified as belonging to a minority ethnic group (excluding white minorities) slightly up from last year (8.15). This is considerably lower than the 2021 Census ([see Appendix D](#))²⁵.

Figure 26: Proportion of police officers who identified as ethnic minorities (excluding white minorities), 31 March 2010 to 31 March 2023, England and Wales²⁶

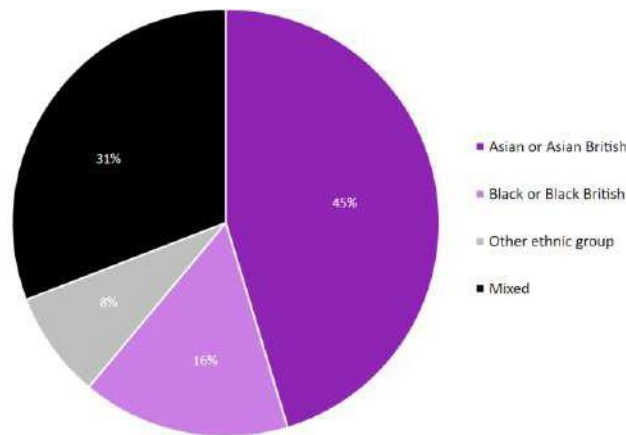


Growth has been mainly from Asian candidates and specifically Pakistani and Indian joiners. In the 12 months up to August 2022 Asian officers made up 5.5% of joiners compared to a workforce of 3.7%. There has been little change over time in relation to the proportion of Black officers, but Black and Black mixed heritage officers are at the highest ever level making up 2.3% of the workforce. Data at the sift / assessment stage (a proxy for eligible applications) shows they make up 4.3% of all applicants (April-August 2022) set against a population of 4.4%. The joiner rate over the last 12 months is 2.9%, an indication of the impact of selection processes. Evaluation of the national attraction campaign shows that there is greater awareness amongst ethnic minority groups of police recruitment and the campaign itself has had a positive impact on perceptions of policing being more inclusive. The impact of selection is discussed in [Section 3.2 on Attraction, recruitment and remuneration](#).

²⁵ The Metropolitan Police Service is the most ethnically diverse (17.3%), below the proportion of people resident in London at 46.3%. The second highest proportion of ethnic minority officers was in the West Midlands Police (14.0%) compared with 38.6% of the local population. Followed by Bedfordshire Police where 10.8% of police officers identified as ethnic minorities, compared with 28.0% of the local population.

²⁶ Source: www.gov.uk/government/statistics/police-workforce-england-and-wales July 2023.

Figure 27: Composition of Black, Asian and Minority Ethnic officers, by ethnic group, as at 31 March 2023, England and Wales



As in previous years, levels of under-representation are greatest at senior ranks (that is, Chief Inspector or above). Only 6.0% of officers of rank Chief Inspector or above identified as belonging to a minority ethnic group (excluding white minorities), compared with 8.9% of Constables, reflecting a more ethnically diverse cohort of joiners in recent years.

Of the police officers promoted the year ending March 2023, 7.6% identified themselves as ethnic minority (excluding white minorities), below the overall workforce level and down on past year (9.5%). The average length of service for progression is also lower than for white colleagues. There is limited data on progression but from that available it appears ethnic minority officers are more likely to apply for promotion but less likely to be successful in each stage of the process. More detail is contained in [Section 6.2 – Talent management and progression](#).

Figure 28: Proportion of ethnic minority police officers, by rank, as at 31 March 2023, England and Wales

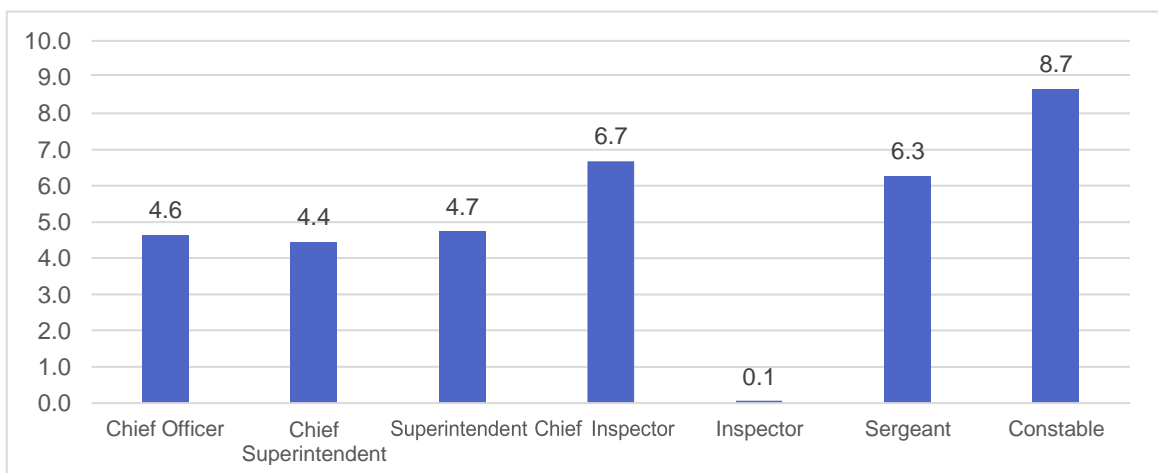
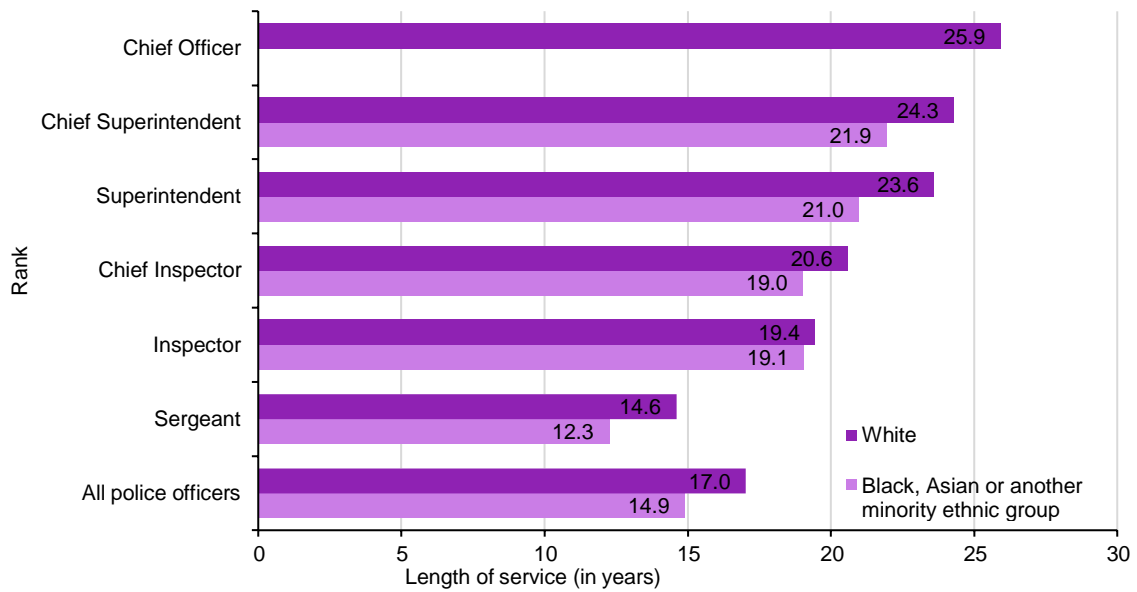
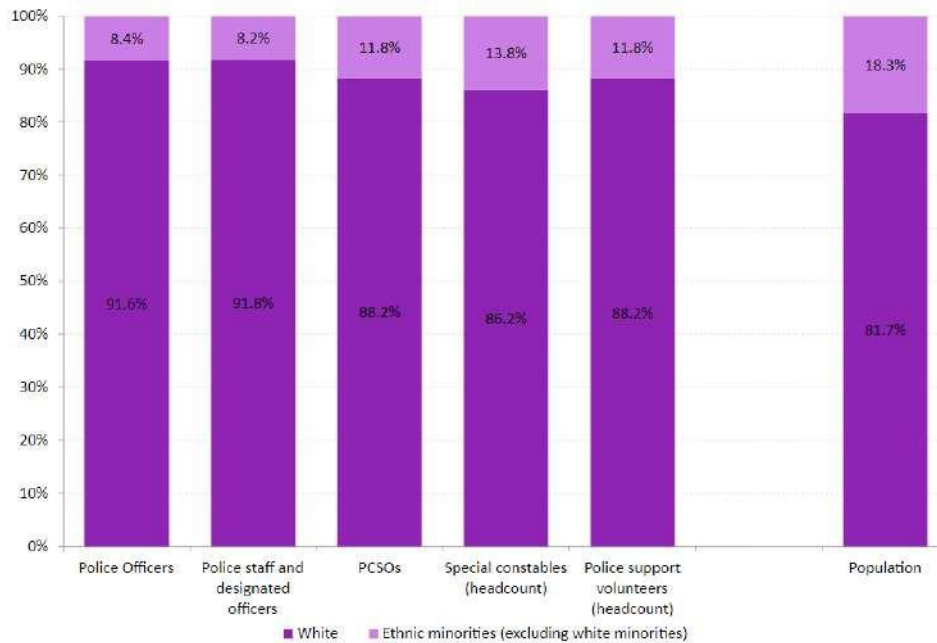


Figure 29: Average length of service of police officers promoted, by ethnicity in the year up to 31 March 2023, England and Wales



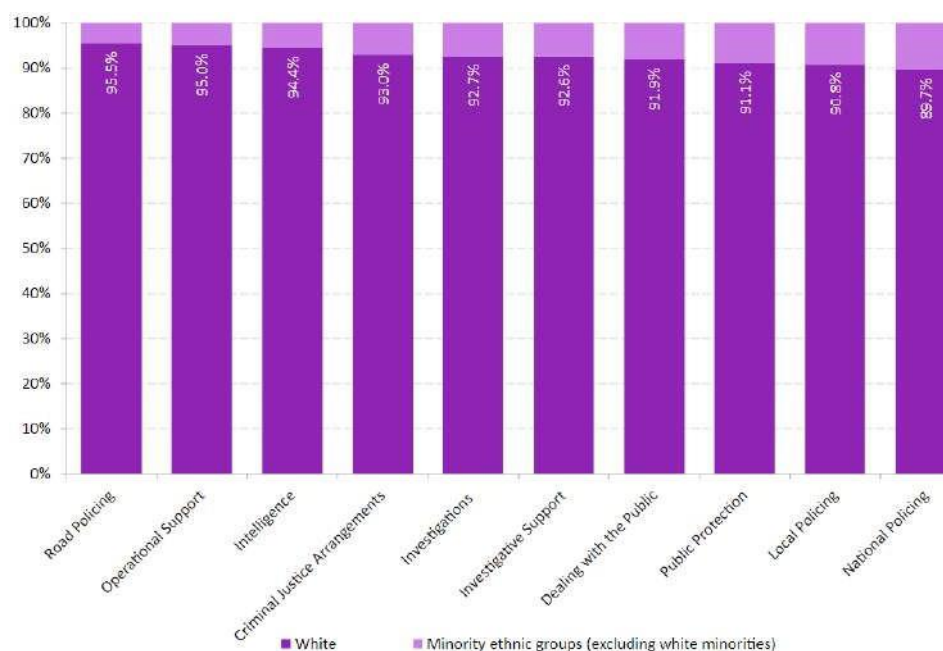
PCSOs and Specials have the highest levels of ethnic diversity and have increased slightly from last year, but this may be due to attrition as opposed to recruitment.

Figure 30: Ethnic breakdown of the police workforce, as at 31 March 2023, England and Wales



The distribution of ethnic minority officers across roles differs, with just 4.5% of officers working in 'Road Policing' identified as an ethnic minority, the least ethnically diverse function group. Local and Neighbourhood levels are impacted by those in probation.

Figure 31: Proportion of police officers, by ethnic group and function, as at 31 March 2023, England and Wales



Disability

8% of officers stated they had a disability (1.5% preferred not to say). Data is absent for 37.5% of officers which impacts on the analysis.

Sexual orientation

4.8% of officers stated they were gay or lesbian and 3.1% bisexual (5.4% preferred not to say). Data is absent for 40.4% of officers which impacts on the analysis.

Religion

Data in relation to religion is absent for 37.3% of officers which impacts on the analysis. Of the 67.7% who have stated a religion or no religion (known) over 40% state no religion.

Figure 32: Proportion of police officers, by religion or belief, as at 31 March 2023, England and Wales

Percentage (%) of all officers (headco	
Known	62.70%
of which: Christian	44.40%
of which: Muslim	2.30%
of which: Sikh	1.00%
of which: Hindu	0.40%
of which: Buddhist	0.40%
of which: Jewish	0.30%
of which: Pagan	0.30%
of which: Any other religion or belief	5.80%
of which: No religion	45.20%
Prefer not to say	19.30%
Unknown	17.90%

Recommendation: NPCC Workforce Diversity Lead to work with forces to increase the recording for officers and staff on data for disability, sexual orientation and religion taking on board the learning from the ‘Safe to Say’ Campaign as well as agreeing sharing of data in line with General Data Protection Regulation (GDPR).

Recommendation: Forces to consider undertaking a workforce self-assessment. The College of Policing model may support this.

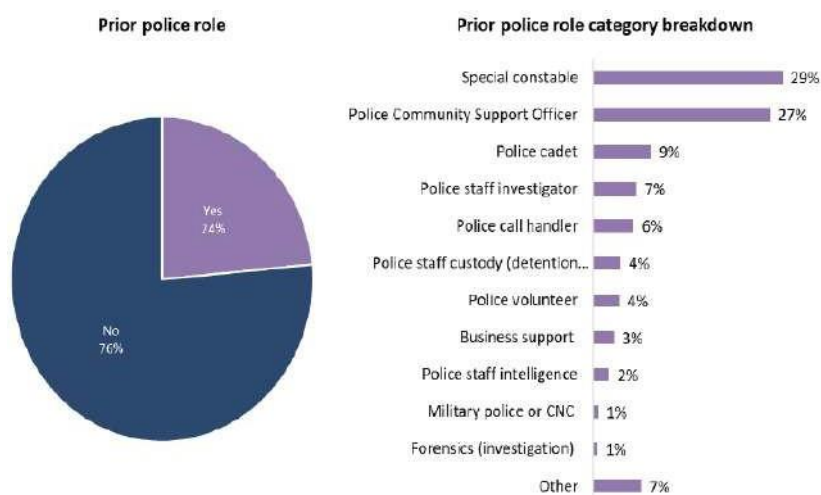
3.2 Attraction, recruitment and remuneration

Attraction

The tight labour market continues to have a significant impact for both staff and officer posts which pulls on a competitive graduate market (35% of officer applicants at sift have a degree). More detail on specific recruitment challenges for staff roles are contained in [Sections 4 and 5](#).

Anecdotally, forces are finding officer recruitment more challenging, albeit they are reporting sufficient supply to meet planned intakes until 31 March 2024 to maintain officer levels. The internal route remains a strong pipeline which is therefore also impacting recruitment to roles such as PCSO, Special Constables, staff investigators and call handlers.

Figure 33: Breakdown of the pipeline from staff roles²⁷



The national website (joiningthepolice.co.uk) remains a good national platform and landing page for those interested in policing as a career, receiving 50,000 hits on average monthly, 20% then going to force attraction sites. This compares to the average of 100,000 hits at the height of the media campaign in 2021/22.

²⁷ NPCC Onboarding Survey 2023.

Recommendation: NPCC Communications to work with Workforce Co-ordination Committee to review opportunities to broaden and develop the national recruitment platform for other staff and voluntary roles.

Over the last 3 years there has been considerable insight undertaken in relation to the perceptions of policing as a career. This understanding, information on barriers for specific groups and key messages, together with advice, assets and force case studies are all available to forces to support discovery, outreach, recruitment campaigns, as well as best practice examples for onboarding and retention on the Uplift Hub (www.uplifthub.co.uk). Feedback from new joiners does indicate more could be done to inform them on the wider terms, conditions and remuneration to incentivise them to join the police, with just under half of new recruits stating they found it difficult to find information on relevant policies and procedures such as pay, pensions and probation. The Pensions Team have just launched a web page, and the Pay and Reward team are developing an information site accessible to staff internally and externally.

Providing an authentic view of policing is an important part of any retention strategy. Although this has been key to the outreach assets just over half of new officers²⁸ agreed that the realities of being a police officer were clearly explained to them as part of the recruitment process, a quarter disagreed, which suggests more needs to be done.

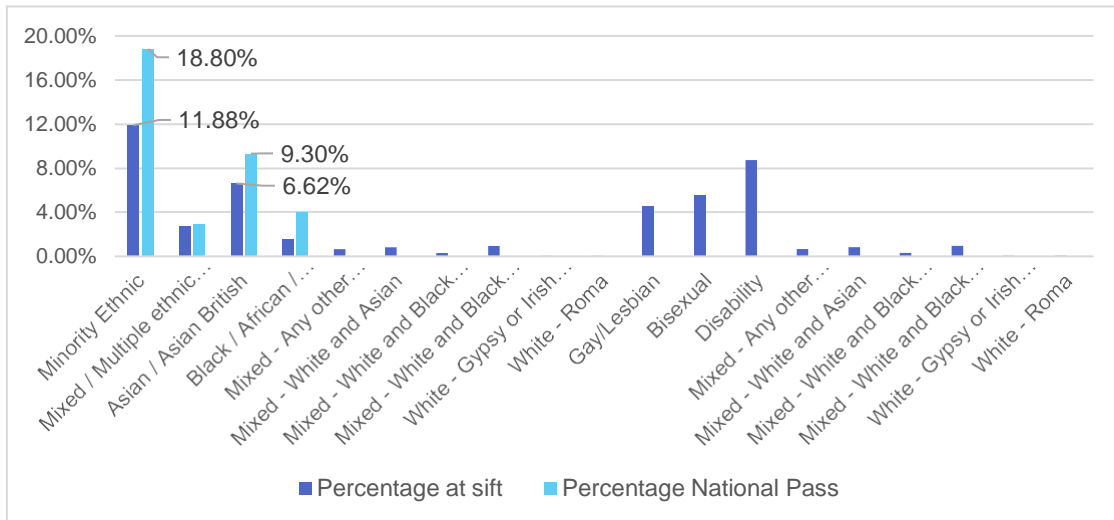
Internal advocacy remains important to recruitment. More than half of new officers (51%) now have either a family member or person known to them who had worked for a police force²⁹. Research shows personal contact is a key factor in people moving from interest to application. The 'All Together Better Campaign' provides tools for forces to use to build understanding in support of positive action strategies.

Although levels of applicants from under-represented groups have improved based on the sift stage, they are not proportionate. Further work on the attrition at the eligibility stage is also required to ensure barriers that may indirectly discriminate specific groups are considered such as driving licences.

²⁸ NPCC Onboarding Survey 2023.

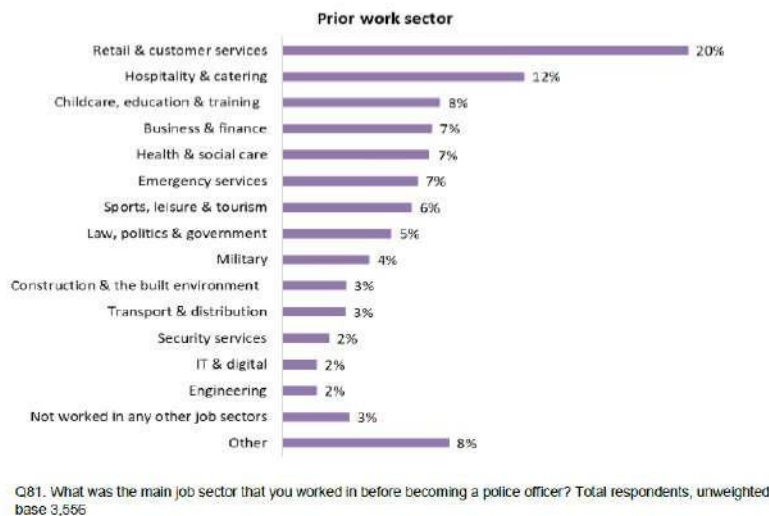
²⁹ NPCC Onboarding survey in excess of 3,000 officers joining between Feb – Dec 2023 30% response rate of the eligible audience.

Figure 34: Proportion of applicants at sift by group³⁰



The sectors the service draws from have changed little over time – customer service, retail and hospitality are both top and currently highly competitive. Some forces have used targeted variable payments to assist transitioning staff with recognised prior learning to officer roles. The need to focus on long-term engagement and building relationships with communities, which may not yield quick results, need to be part of any force’s long-term recruitment strategy.

Figure 35: Previous job sectors for new recruits³¹

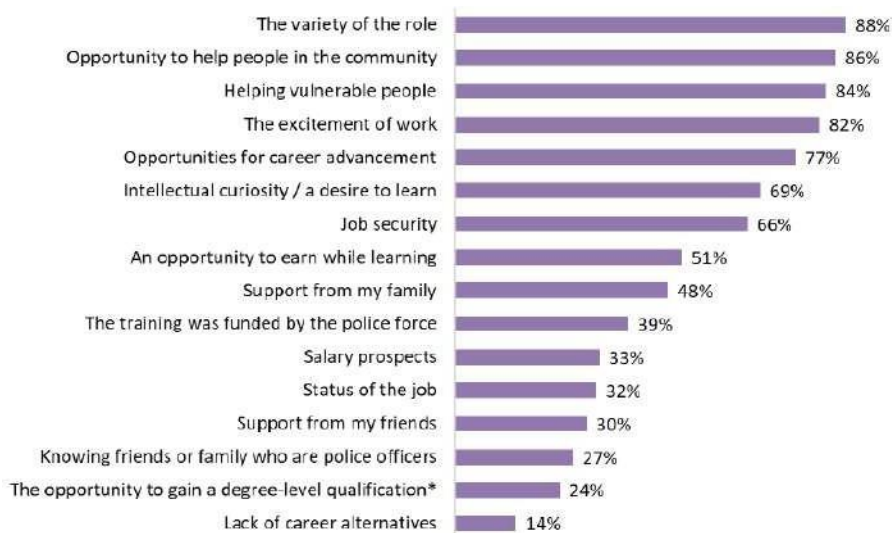


Reasons for joining also remain consistent, albeit this year’s data indicates joiners may be less concerned with job security, perhaps suggesting a generational change in expectations of a fluid career.

³⁰ College of Policing management information.

³¹ NPCC Onboarding Survey 2023 based on joiners Feb – December 2022.

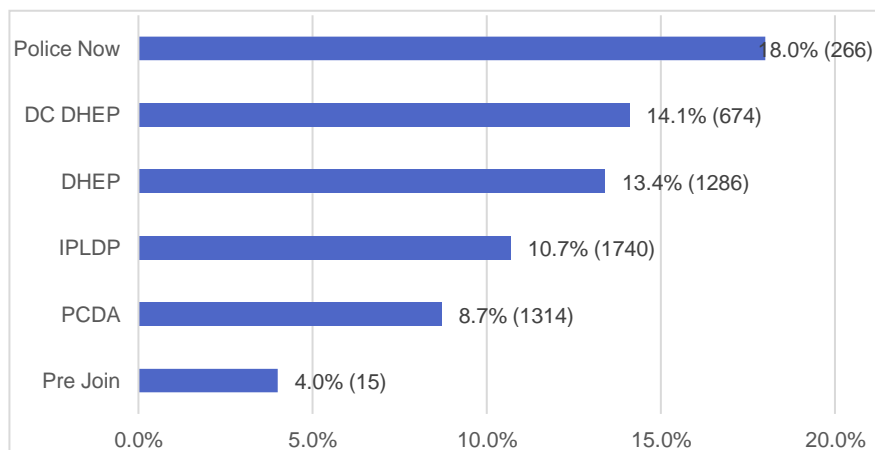
Figure 36: Reasons for joining the police from those in early years³²



Officers across the service and those with less than 5 years' service have been trained through a mix of training routes. Between October 2019 and September 2023, Police Education Qualification Framework (PEQF) (Degree Holder Entry Programme (DHEP), DC DHEP and PCDA) accounted for two-thirds of all recruitment, with a 50-50 split between the apprenticeship and degree-holder routes. IPLDP represented less than quarter of officers recruited in 2021 – 23 but this year they have increased to nearly half of all joiners. This trend is expected to continue into 2024/25 with PCEP expected to be used for half of all joiners, indicating a significant shift from the use of apprenticeships.

Representation differs by entry route. Police Now has the highest ethnic minority joiner rate, albeit low numbers, and investment in attraction is high. The degree-holder entry routes are most representative. Based on volume over the Uplift, more ethnic minority officers joined without initial degrees through IPLDP and PCDA.

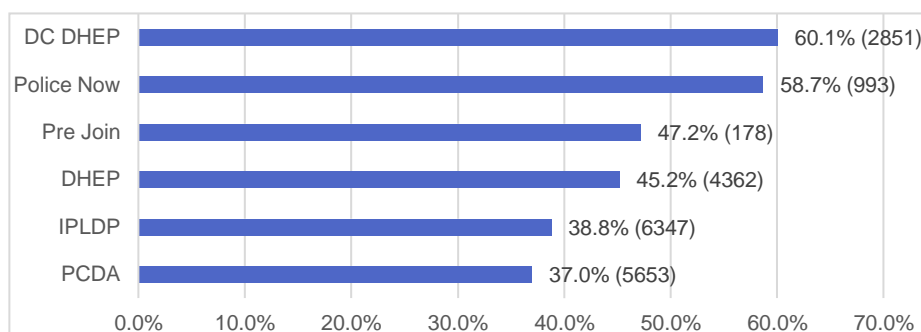
Figure 37: Ethnic minority joiner rates October 2021 to August 2023³³



³² NPCC Onboarding Survey 2023 based on joiners Feb – December 2022.

³³ NPCC unpublished management information.

Figure 38: Female joiner rates October 2021 to August 2023³⁴



Outreach and attraction campaigns have a significant impact on intake diversity and could be a bigger factor than the entry route alone. This is highlighted when looking at PCDA intakes for female officers, which at its highest achieved 52% joiner rate (December 2021) and at its lowest a 27% joiner rate (November 2022). Forces have implemented the new PEQF routes at different times and the local population mix will have influenced intake diversity. The College of Policing will need to continue to evaluate the impact of entry routes, including PCEP, as the cohorts reach maturity to understand recruitment and retention trends.

Recruitment

Forces track end-to-end recruitment through applicant tracking systems (ATS) for staff and officers. Standard workflows enable forces to collect and compare data locally and assess disproportionality for those who have completed the process. Nationally no end-to-end recruitment disproportionality has been captured, rather the processes have been assessed nationally i.e., the sift, assessment centre and vetting. Further work is ongoing by the National Workforce Data Team alongside the PRAP to draw recruitment data for officers and staff into a standard national dashboard.

College of Policing standards have been set for recruitment of officers, PCSOs, police staff investigators and Special Constables, as well as officers. Changes are currently being built into Police Regulations to lock in standardised recruitment, including clarification on references and prior employment in line with the new vetting APP. Some forces have yet to implement all the standards – 5 forces are not using the national sift for officer selection, 26 are not using the national process for PCSOs and 8 for Specials. Two forces have piloted the selection for investigators, and this will now be rolled out to other forces. The College of Policing will need to continue to monitor not only the impact of processes through equality impact assessments to give confidence to the standards, but also consistent implementation.

Nationally data is captured for the sift, assessment and vetting. Analysis has been undertaken which shows success at sift and assessment linked to factors including age, academic attainment and ethnicity (specifically where English is an additional learnt language). Changes have been made to the selection processes which combined have reduced by half the adverse impact for ethnic minorities, including Black candidates. Prior to standardisation of the process the AIR for the assessment was 76% for ethnic minority candidates compared to the data year to date of 90.4%, albeit the changes made and standardisation introduced make direct comparison difficult. The pass rate at assessment remains lower for ethnic minority candidates, but there is no difference for those from a Black or Asian mixed heritage compared to white candidates.

³⁴ NPCC unpublished management information.

There is no difference in success factors based on sex, disability, those using reasonable adjustments or based on sexual orientation.

Figure 39: Sift adverse impact ratios by group (majority group 100%)³⁵

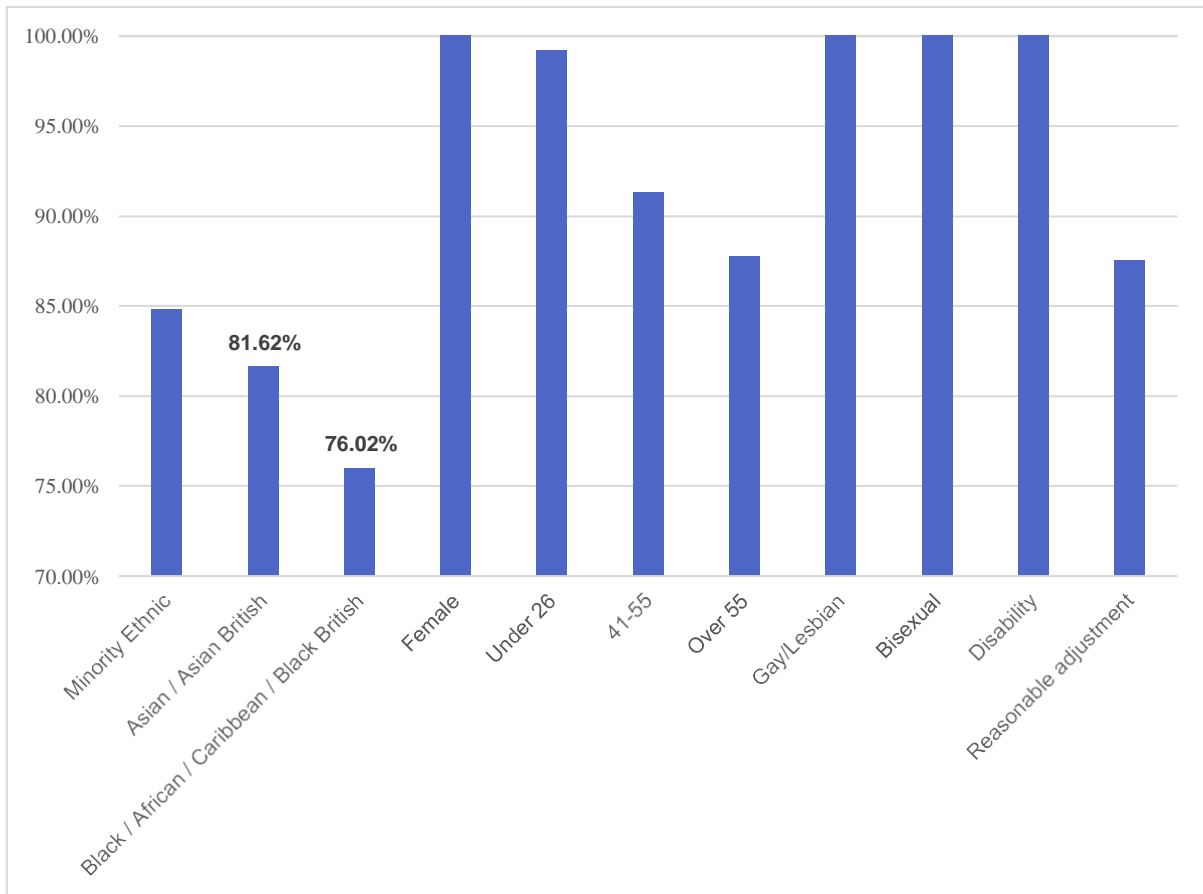
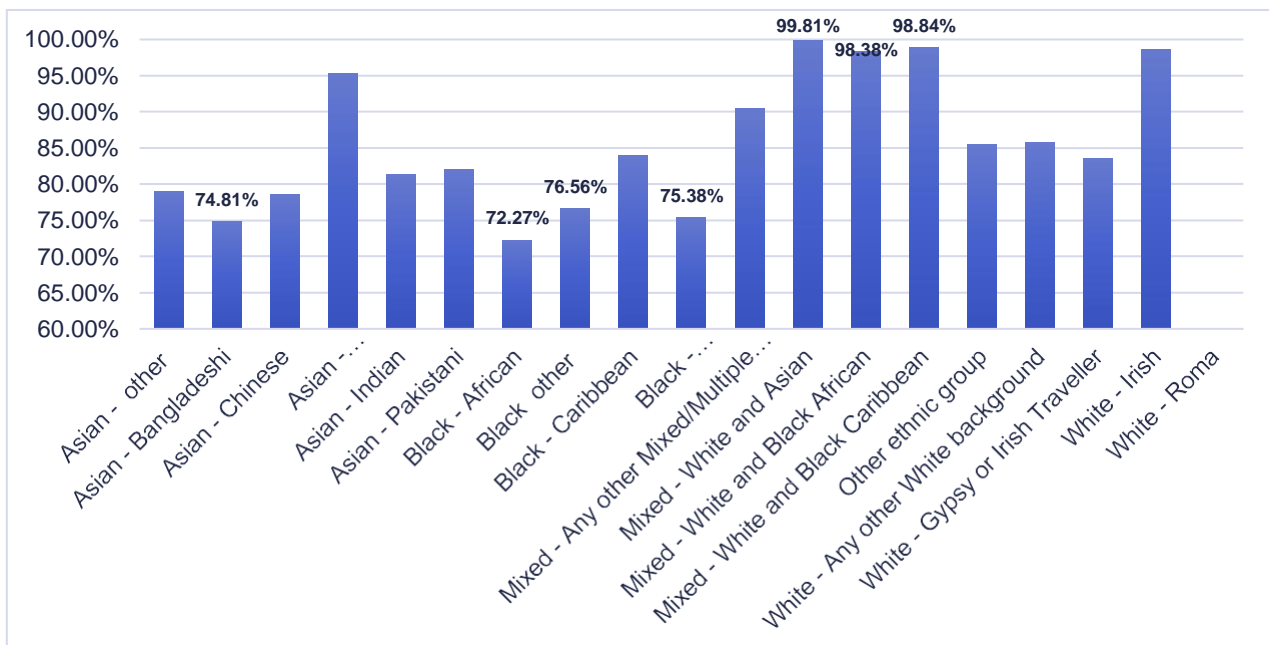
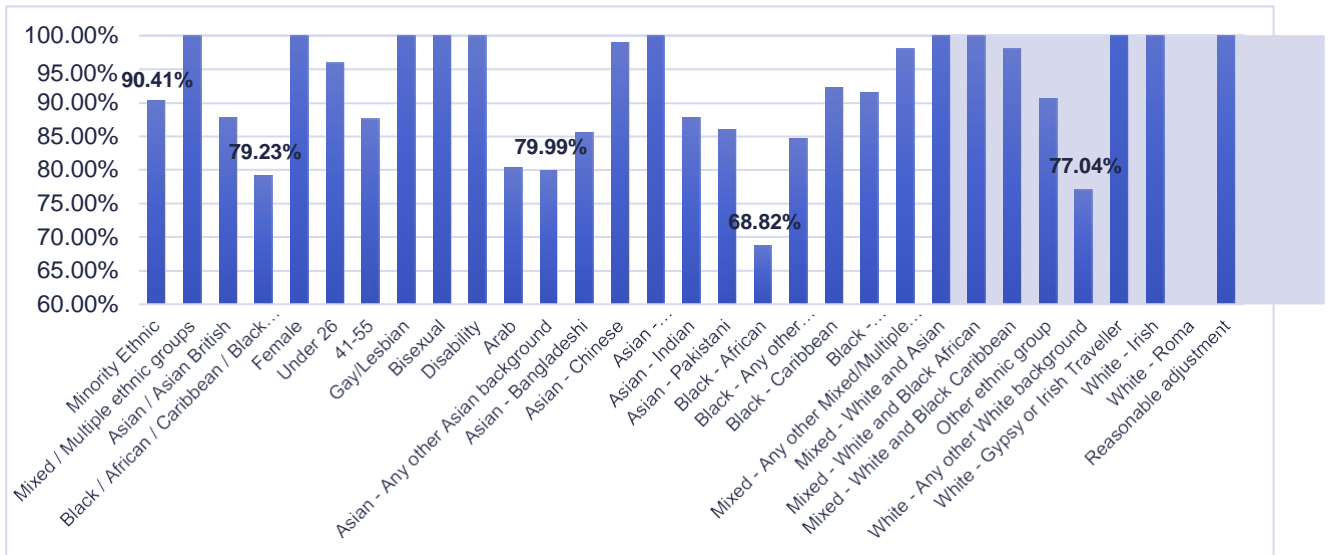


Figure 40: Sift adverse impact ratios by ethnic sub-group (majority group 100%)



³⁵ College of Policing unpublished management information.

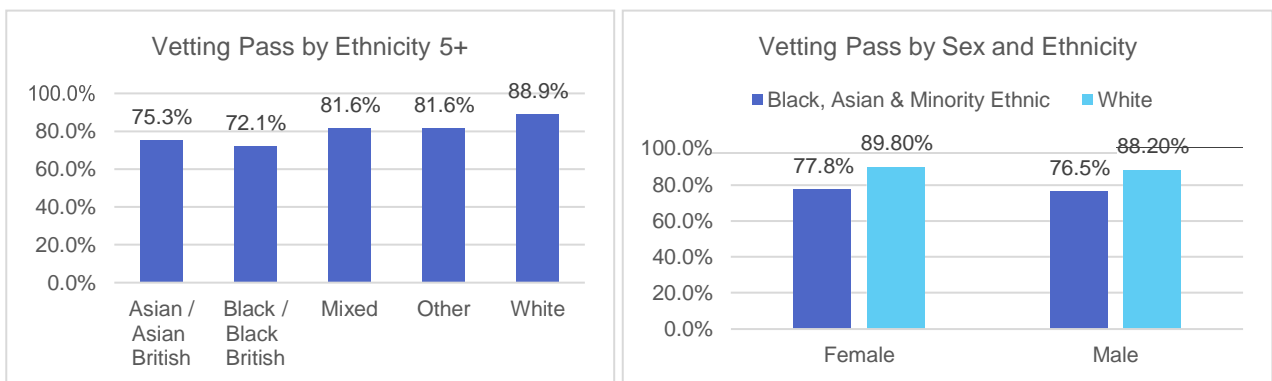
Figure 41: Assessment adverse impact ratios by ethnic sub-group (majority group 100%)



Recommendation: College of Policing to implement and monitor the national selection standards for officers, PCSOs, investigators and Specials.

Vetting outcomes are similar for males and females, but lower for ethnic minority applicants. Black / Black British ethnic candidates have the lowest vetting pass (excluding appeal outcomes). Previous analysis indicates higher success rates for ethnic minority applicants at appeal. This data does not take account of the time taken for vetting, which based on the initial analysis is on average longer for ethnic minority applicants. This should be monitored as a key disproportionality KPI at force level given the reduced recruitment going forward where a first-past-the-post approach is taken to selection.

Figure 42: Vetting outcomes based on 31,710 applications between 1 June 21 to 1 April 23 (35 forces)



Work is ongoing through the Chief Medical Officer in relation to medical entry standards, specifically mental health, and through the College of Policing on fitness testing.

Remuneration

The NPCC National Reward Team co-ordinates policy for police officer terms and conditions with the aim of driving consistent practice across forces, benchmarking against comparator organisations to remain competitive, as well as to ensure equity. Staff terms

and conditions are agreed at a local level or through National Police Staff Council, and they are subject to separate terms and conditions. Currently an overarching pay framework for officers is being drafted to align decisions to and prioritise activity set against the key objectives³⁶ of:

- *Remaining a competitive employer;*
- *Being an 'employer of choice', attracting diverse talent;*
- *Retaining a skilled and effective workforce with the right behaviours and values; and*
- *Building specialist capabilities to meet future demand.*

Although pay has not previously featured high on the list of attraction drivers, it appears it may be becoming more important in relation to retention³⁷, with 86% of police officer respondents to the 2022 Wellbeing Survey reporting *feeling 'dissatisfied' or 'very dissatisfied' with their basic pay* and 69% that they *worry about the state of their finances 'every day' or 'almost every day'*. Prior to implementation of the 2023 PRRB recommendations³⁸ of the Annual Survey of Hours and Earnings showed that the differentials between median police earnings and the median earnings of the comparator groups had generally been declining since 2011. This year, along with the national pay award, the initial starting pay increased (removal of pay point 0). A review of Constable pay has commenced ([see Appendix C for Constable pay](#)), given this goes no way to addressing the real-terms pay cut over previous years.

There is greater expectation on the wider (non-pay) employee offer e.g., wellbeing support. Work-life balance is highlighted as of increasing importance to the new workforce in the Onboarding Survey. The wider remuneration package now needs to be addressed e.g., annual leave policies which for officers are not competitive with comparative market practice or in line with staff.

Targeted Variable Pay (TVP) has been a pay lever over recent years aiming to help forces deal with specific roles that are difficult to recruit and retain into ([see Sections 4 and 5 on Core and Specialist capabilities](#)) or where it is deemed to be particularly demanding. There is evidence that these have been focused on strategic capability build for areas such as investigation, firearms and Tutors, but there is an opportunity to use these more widely and consistently, taking account of affordability. Renewed guidance to forces is being drafted to outline good practice.

Pay progression standards were implemented in April 2023 with a view to moving towards a competency-based assessment. Initial assessment³⁹ shows the majority (>93%) of officers have received them. Further qualitative work is being undertaken in sample forces to understand the impact on the culture of professional development. This will form part of an evaluation and recommendations going forward.

Expectations of more flexible work practice, accelerated through the pandemic, will be reinforced through the Employment Relations (Flexible Working) Act 2023 coming into effect in 2024 which moves greater responsibility to the employer. NPCC policy guidance and practice advice on flexible working was provided to forces in 2022, but it is unclear

³⁶ NPCC Submission to the Police Remuneration Review Body 2023.

³⁷ Onboarding Survey of Police Officers, Home Office Publication 2021, 2022.

³⁸ PRRB recommendations accepted – removal of officer pay point 0, increase in Chief Superintendents' pay, changes to Chief Officer pay bands impacting Chief Constables and Deputy Chief Constables and 7% annual pay award.

³⁹ Source: NPCC management information April – August 2023.

how far this is embedded, nor is it clear how work practices have changed post pandemic and how this is impacting on a competitive employer offer.

Recommendation: NPCC Workforce Co-ordination Committee should work to undertake wider analysis of flexible work practices post pandemic to assess the long-term impact across the service and how can this can best support the service offer, accepting not one size fits all.

The pension scheme remains a valuable part of the workforce package, in attracting and retaining members, however changes in the scheme and perception of these may impact retention. It does however remain a highly valuable benefit in the overall remuneration package. The primary change is length of career, the previous scheme driving a 30-year career pattern and incentivised officers to stay for at least 20 years. The new scheme has no maximum length of service or compulsory retirement age attached, so it can be more flexible to suit both, longer and shorter careers. This potentially benefits a more transitional Gen Z workforce but makes workforce planning and trend analysis less predictable compared to the highly static workforce previously locked into a 30-year career. Last year's *Assessment* provided more in-depth research⁴⁰ undertaken in relation to the impact of Gen Z. There are anecdotal reports that forces are seeing a rise in opt-out rates driven by the cost of living. Analysis is now being undertaken to better understand this and consider alternatives.

Gender Pay Gap (GPG)

The GPG plays into the overall assessment of equality in policing and is largely driven by representation at all ranks and grades. It is calculated as the difference between average hourly earnings (excluding overtime) of men and women as a proportion of men's average hourly earnings (excluding overtime). It is not a measure of the difference in pay between men and women for doing the same job⁴¹, and is expressed as a percentage of men's earnings. Over all occupations GPG has been declining slowly over time.

For officers pay is set at a national level against ranks with annual pay progression points. For staff this is set locally set against a pay grade structure of a force based on job evaluation. Therefore, irrespective of gender, any officer of the same rank or grade will be paid on the same fixed pay scale and for staff this will be the case within a force.

Data is available from a number of sources:

- Gov.UK – any employer with 250 or more employees on a specific date each year must report their GPG data. This combines officers and staff and reports against hourly pay, percentage in each quartile of seniority, percentage that receives a bonus, median and mean⁴² value of bonuses and allows sector comparison.

⁴⁰ Available from the College of Policing Library.

⁴¹ Equal Pay refers to the requirements of employers, in line with the Equal Pay Act 1970, whereby men and women in the same employment performing equal work must receive equal remuneration.

⁴² The mean (average) of a data set is found by adding all numbers in the data set and then dividing by the number of values in the set. The median is the middle value when a data set is ordered from least to greatest.

- Force websites – there are no national standards for reporting and the quantity and type of data published varies, for example some forces report against officers and staff separately. National standards are being developed to report against officers and staff separately with the aim of implementing these in April 2024.
- The Annual Survey of Hours and Earnings (ASHE) – based on estimates from information gathered from a sample of 1% of employees in the UK.
- Workforce Pay Census – reports annually for police officers on allowances and by protected characteristics and rank.

For policing a number of factors play into any assumptions in relation to assessing the GPG – the pay profile, differences in the staff to officer ratio, part-time and full-time roles and for officers the impact of annual pay progression. The service profile of a force therefore has an impact and Uplift has therefore affected the GPG.

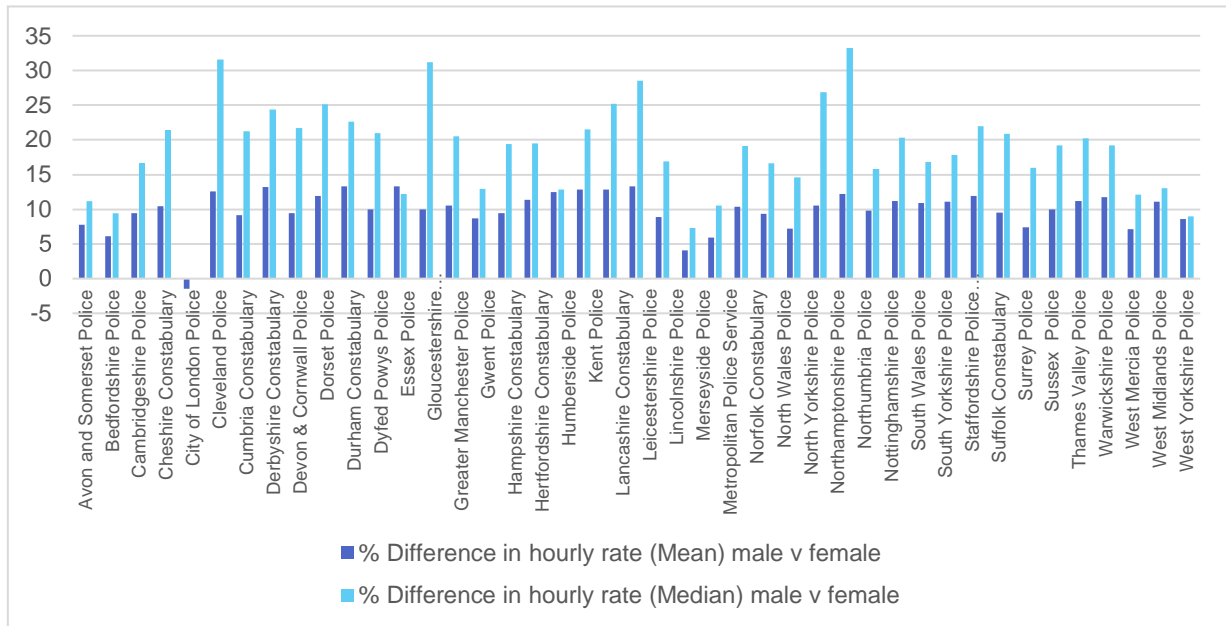
Although representation has increased, with over 4 in 10 new joiners female, because joiners (and so more female joiners) start at a lower pay point and pay increases annually the GPG may increase. The same may occur through each rank initially as representation improves. This is illustrated below.

Figure 43: Pay Points, England and Wales, by sex – March 2022

Pay Point	Constable (old scale)	Constable (new scale)	Sergeant	Inspector	Chief Inspector	Supt	Chief Supt
0*	..	3%	–	18%	–	–	–
1*	..	9%	–	19%	30%	20%	26%
2	..	9%	17%	13%	21%	22%	20%
3	..	9%	22%	50%	49%	21%	54%
4	..	5%	62%	–	–	37%	–
5	..	5%	–	–	–	–	–
6*	–	4%	–	–	–	–	–
7*	..	11%	–	–	–	–	–
8	–	–	–	–	–
9*	–	–	–	–	–
10	43%	..	–	–	–	–	–
Total	43%	57%	100%	100%	100%	100%	100%

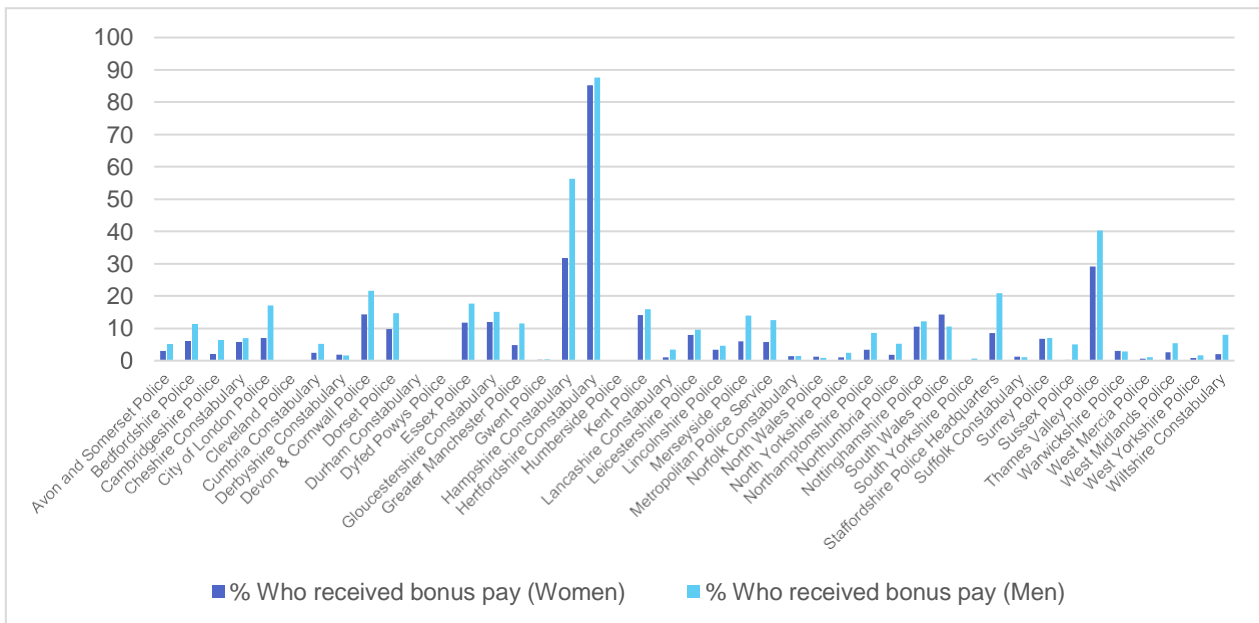
Taking all this into consideration, Figure 44 below shows the difference in the mean and median earnings by force. The higher the percentage the greater the difference in males compared to females and the greater the GPG. Caution must be taken as this shows staff and officers combined. In all bar one force pay levels are higher for males.

Figure 44: GPG by force⁴³



Base pay is not the only influencing factor for GPG. Bonus payments and allowances for specific roles and responsibilities, part of the wider remuneration package, should be monitored. At a national level the difference in males and females must be considered within the Equality Impact Assessment in any policy development. Figure 45 below shows the percentage of males and females in receipt of bonus payments and allowances. Overall, a higher percentage of males are in receipt of these.

Figure 45: Bonus payments by force⁴⁴



N.B. Care should be taken as the reporting does not have a standard definition and some forces may have included other allowances.

Allowances are often linked to specific roles or deployments, including specialist roles where females may be under-represented. Forces should ensure mechanisms are in place

⁴³ Source: Select and compare gender pay gap data for employers - GOV.UK - GOV.UK (gender-pay-gap.service.gov.uk) 2022/3.

⁴⁴ Source: Select and compare gender pay gap data for employers - GOV.UK - GOV.UK (gender-pay-gap.service.gov.uk) 2022/23.

as part of an equality impact assessment to monitor allowances, bonus payments and honorariums (for staff roles). The national charts below include data for other protected characteristics⁴⁵.

Figure 46: Proportion of officers in receipt of allowances by sex

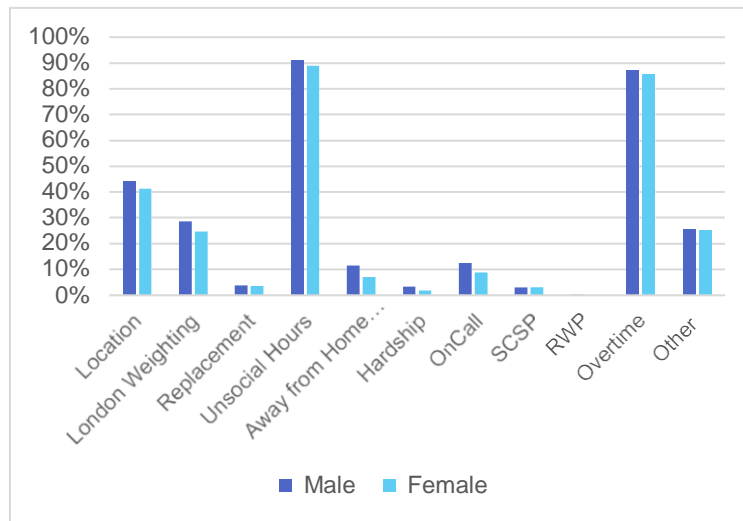
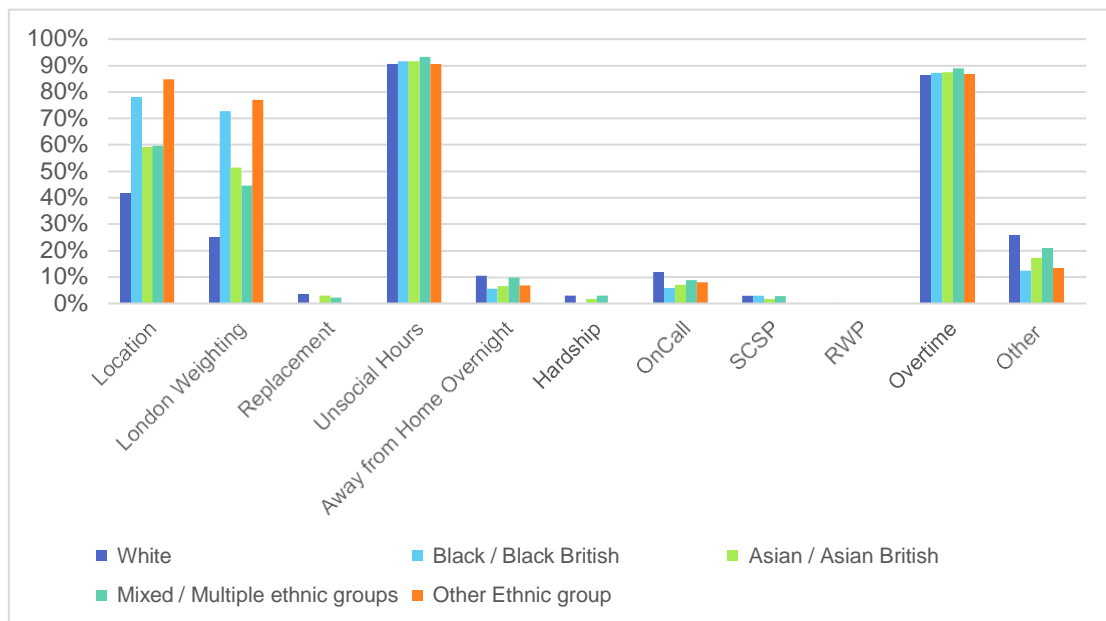
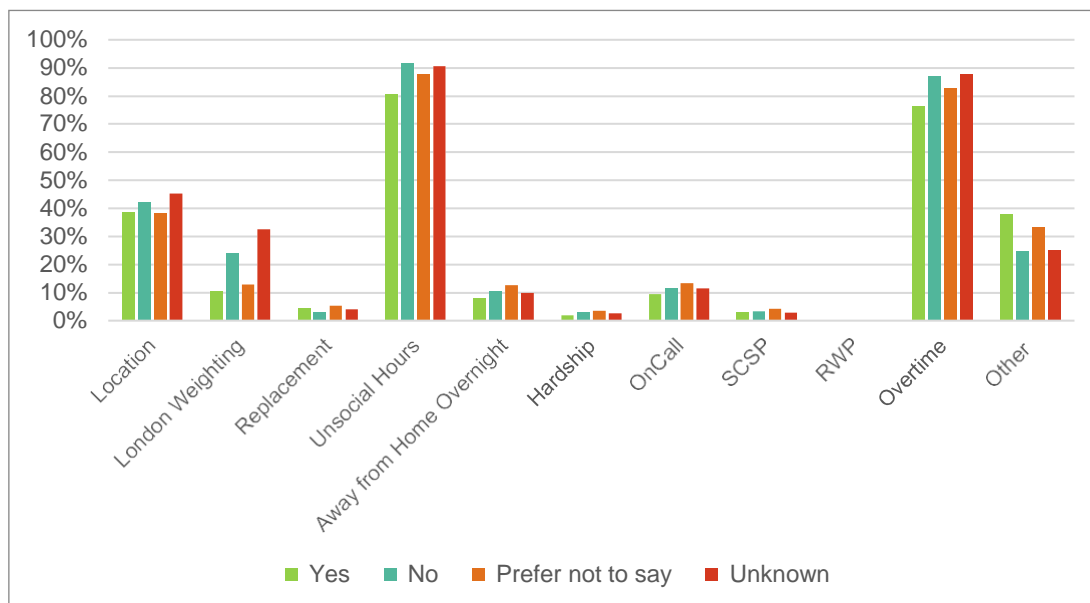


Figure 47: Proportion of officers in receipt of allowances by ethnicity



⁴⁵ Source: Home Office Analysis of Pay Census for the year 2022 (excludes data where <30 officers).

Figure 48: Proportion of officers in receipt of allowances for disability



Although the service profile and workforce mix play a part in the GPG, workforce representation at each rank / grade is the main factor to narrow the gap. Progress towards this is covered in [Section 3.2 – Attraction, recruitment and remuneration](#), [Section 3.3 – Attrition and retention](#), [Section 6.1 – Leadership](#) and [Section 6.2 – Talent development and progression](#), including interventions such as positive action support, mentoring and coaching, flexible working and allyship and staff networks.

Recommendation: NPCC Workforce Data Team to work with forces to agree national standards for reporting and data to be published locally in relation to the GDPR for implementing in 2024.

Ethnic pay gap

NPCC Race Action Plan has developed a standard methodology for forces to report against with an implementation timeline for reporting by March 2024.

3.3 Attrition and retention

In relation to officers, by comparison to other public and private sector organisations, policing has traditionally benefitted from high levels of retention⁴⁶. Overall attrition in 2022/23 saw an increase from the previous year after what had been a period of stability since 2016 (bar the pandemic year 2020/2021). Leaver rates for officers are below those for staff and PCSOs.

⁴⁶ 2020/21 ONS Data voluntary resignation rates for full-time firefighters 1.66%, Police Officers 1.80%, Ambulance Staff, including paramedics, 5.02%.

Figure 49: Leaver rates by staff group as at March 2023 England and Wales

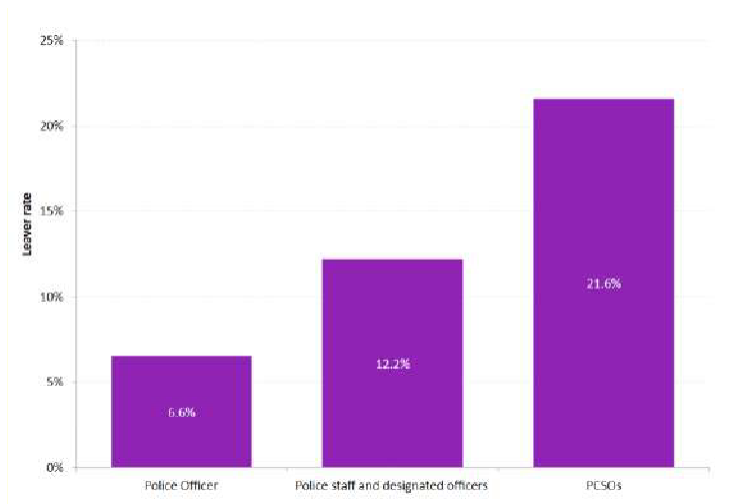


Figure 50: Attrition rates (All Leavers), England and Wales, over time⁴⁷

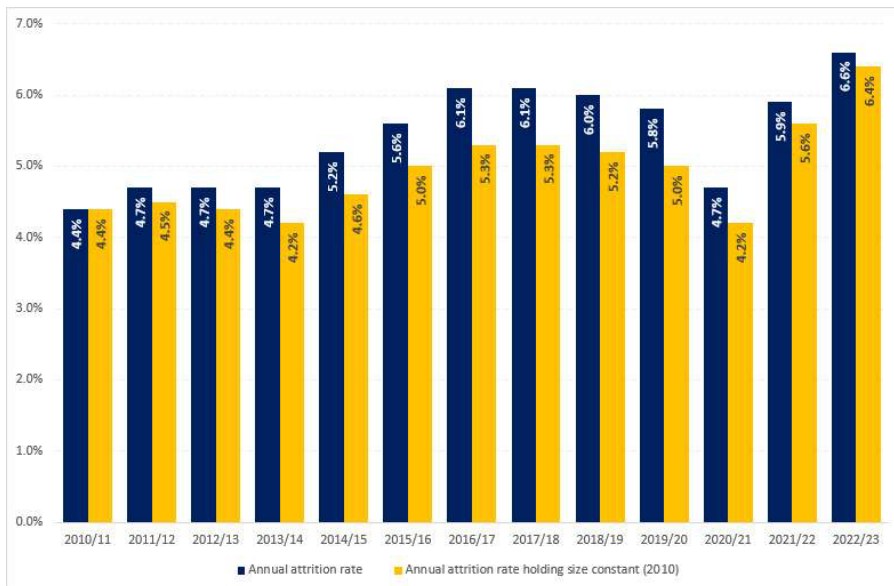
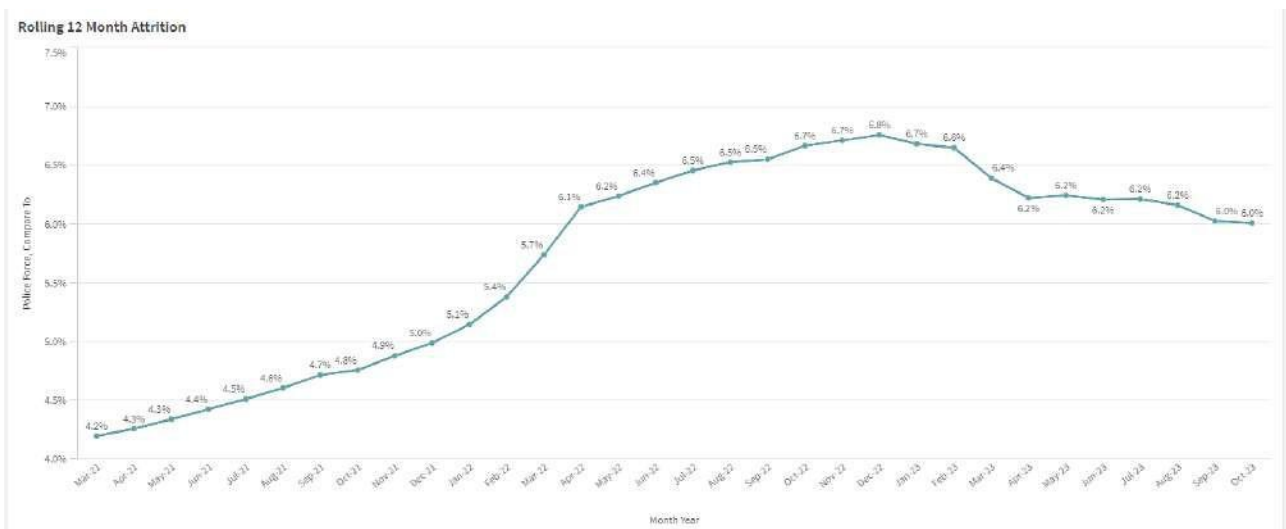


Figure 51: Rolling all attrition rate March 21 – October 23⁴⁸

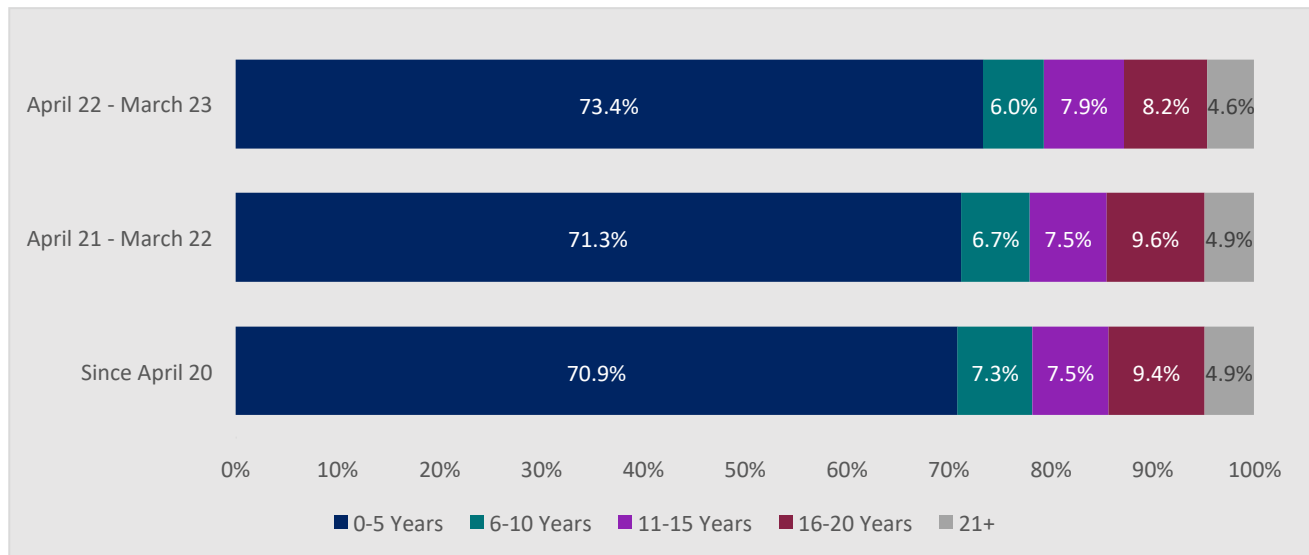


⁴⁷ Police workforce, England and Wales: 31 March 2023 - GOV.UK (www.gov.uk).

⁴⁸ National Workforce Data Tracker (Management Information).

The driving contributor to increasing officer attrition as outlined in last year's *Assessment* is the volume of young-in-service officers, given that half of officers who voluntarily resign do so in the first 2 years and three quarters in the first 5 years. This trend has remained fairly consistent over the last 3 years. Attrition is therefore significantly affected by the shape of the workforce. In 2016 around 15% of the workforce had <5 years of service, but this has more than doubled to March 2023. This year has been the highest recruitment year, meaning it will be another couple of years until overall attrition rates normalise.

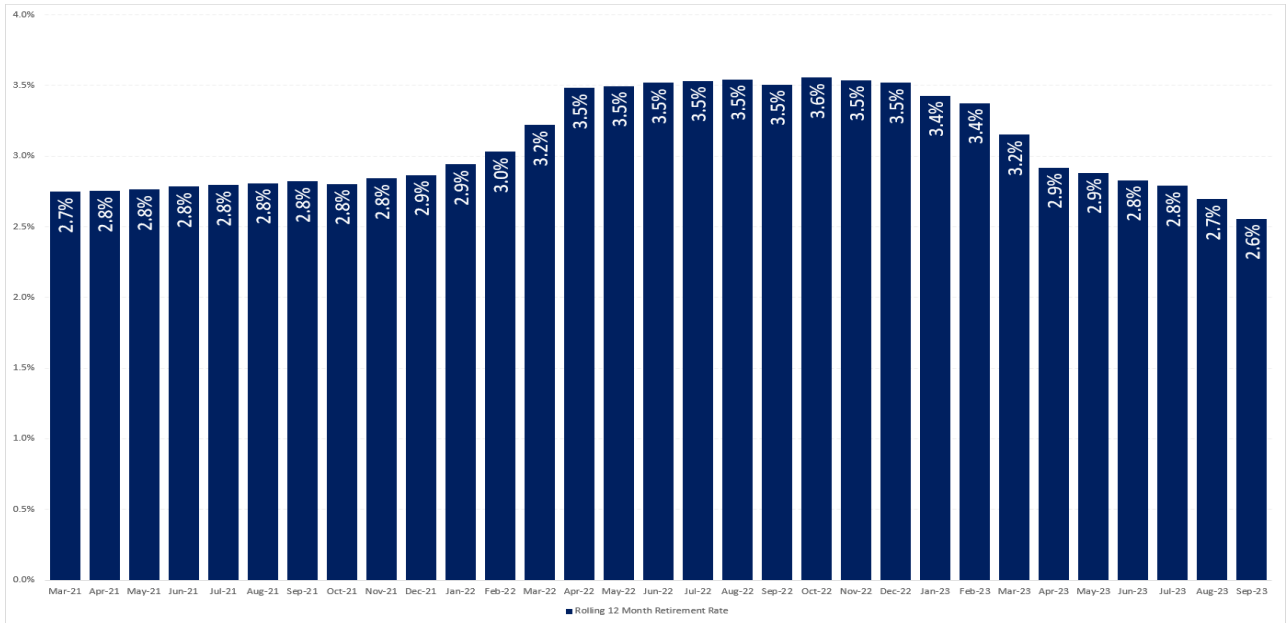
Figure 52: Resignations by length of service groups



The overall rolling attrition rate appears to have peaked in December 2022 impacted by a reduction of retiring officers, but resignation rates for the above reasons have continued to rise into the first two quarters of 2023/2024. This is in line with modelling based on the service profile.

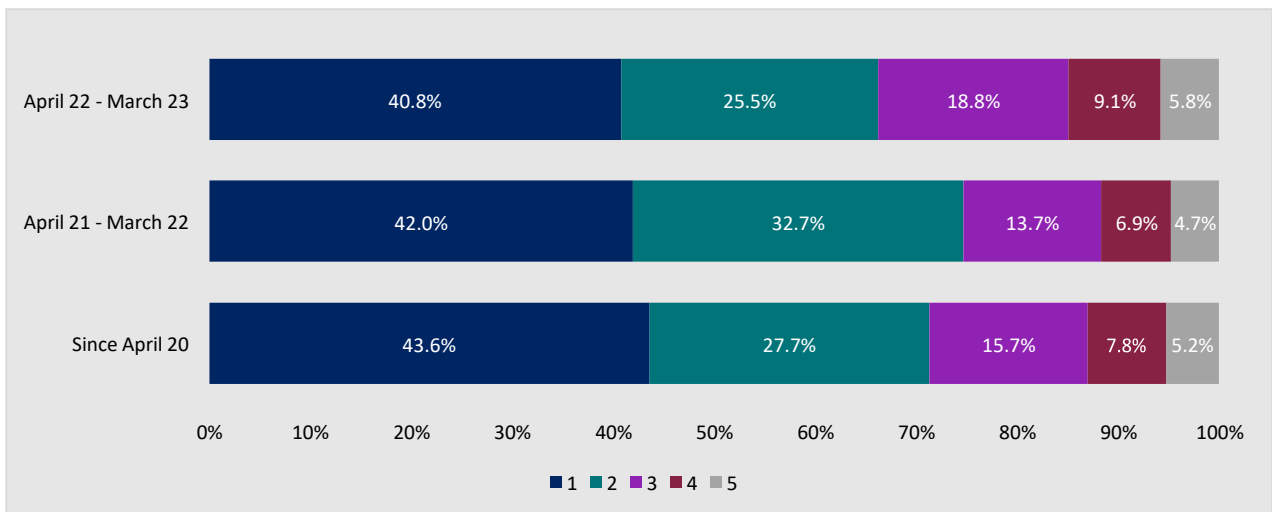
The long-term trend shows retirement rates plateauing with a predicted reduction going forward (based on pensionable service at 30 years). The pandemic had a significant influence on attrition which was seen also in other sectors. The change in the retirement profile and increase in the number of officers in the early years of their service has changed the shape of attrition which now sees voluntary resignations greater than retirements.

Figure 53: Rolling Retirement rate March 21 – Sept 23⁴⁹



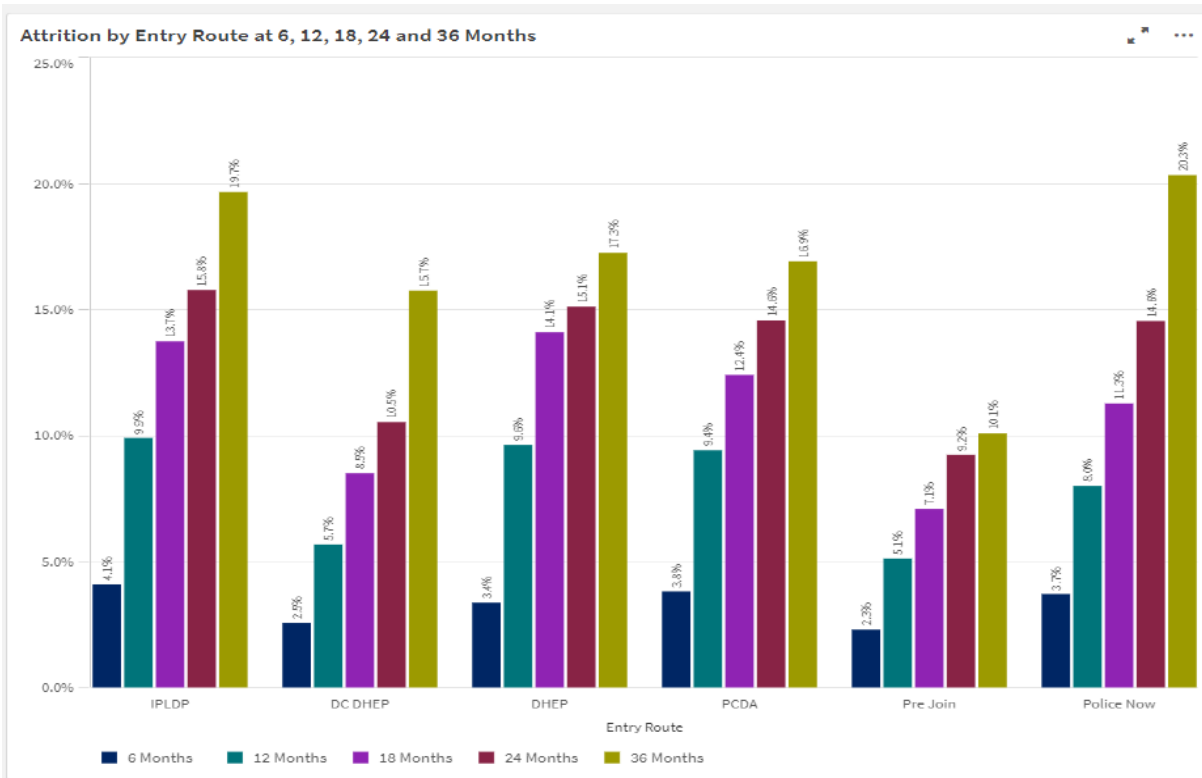
Officers in their first year of service account for over 40% of resignations since April 2020 and 11% of all leavers in 2022/23. The first year of service and critically the 6-12 month period should be a key focus for retention strategies. Entry routes have had similar performance rates up to 24 months. Data is now available up to 36 months and seems to indicate PEQF entry routes have performed better in terms of retention than IPLDP. That said, rather than entry route being the focus for retention the transitional points should be, including moving from classroom-based training to patrol and to independent patrol.

Figure 54: Resignations by first five years of service



⁴⁹ National Workforce Data Tracker (Management Information).

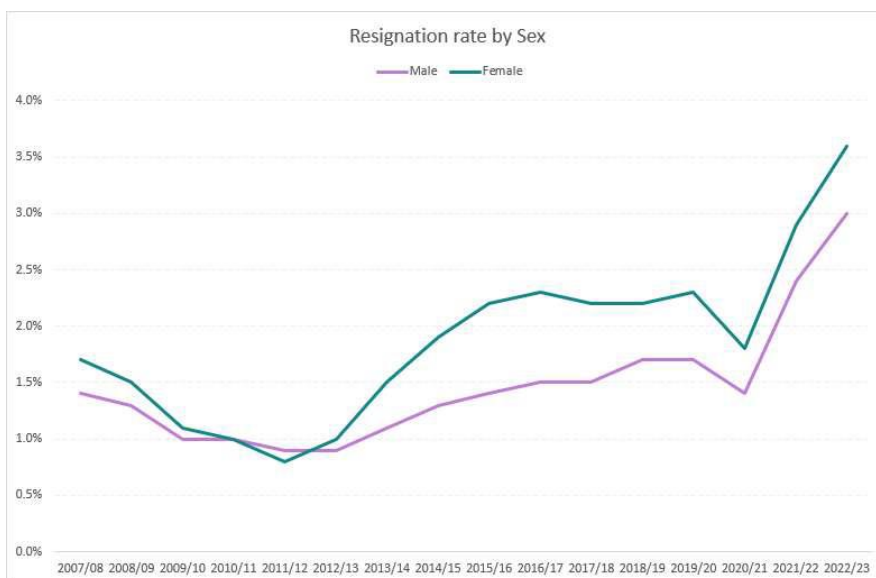
Figure 55: Cumulative attrition by entry route April 2020 to April 2023⁵⁰



A number of forces' data has been used to calculate the opportunity cost lost over two years of a new recruit – year 1 equates to £69k and it amounts to £124k over the first 2 years based on 2022 pay levels.

The rates at which officers leave the police service are not equal and higher rates continue to be observed across different groups and characteristics. Females have consistently had a higher rate of resignation over the last decade. Although the rate of resignation has increased in females, it has increased at the about the same level as it has for males (0.95% for females compared to 0.87% increase for males 2021/22 vs 2022/23).

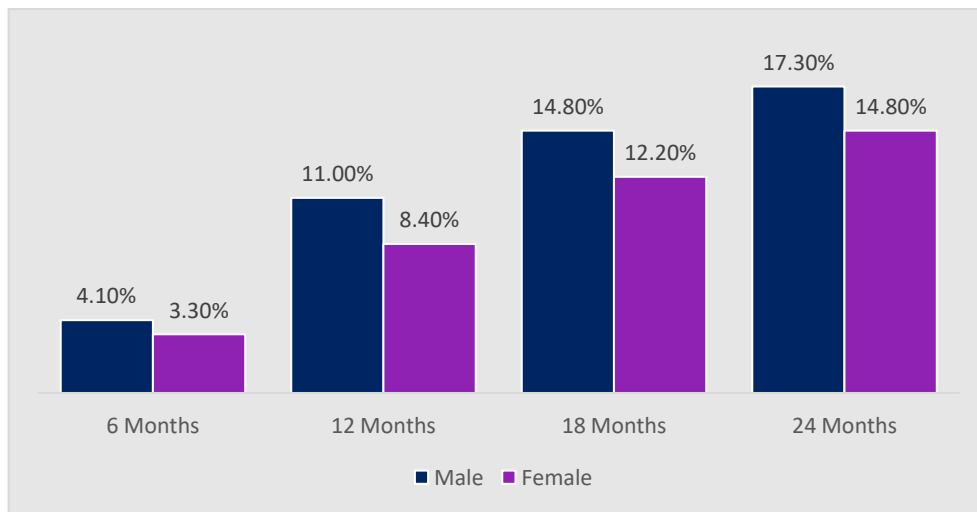
Figure 56: Comparison of male and female officer resignation rate 2007/08 – 2022/23



⁵⁰ NPCC unpublished management information.

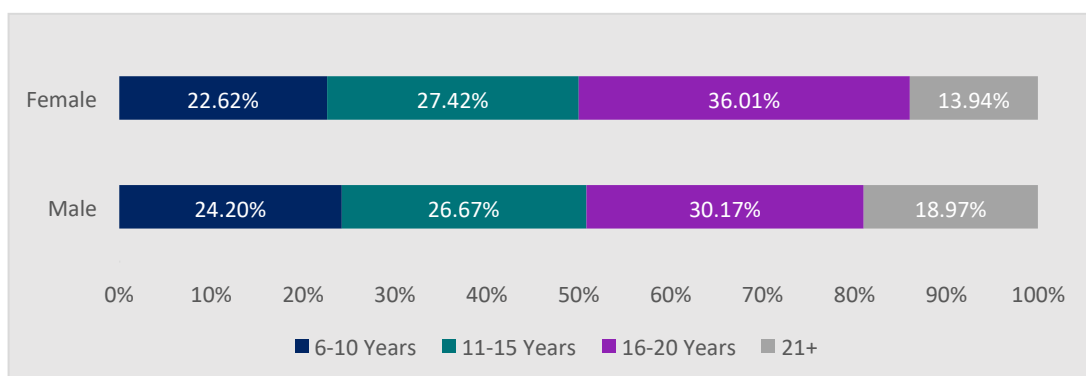
Although overall female attrition is higher than for males, their rates of resignations are lower in the first two years of service.

Figure 57: Resignation rates in the first two years by sex 2022/23



Examining attrition data across the officer lifespan highlights that females are more likely to resign during mid-career. When excluding under five years' service, 16-20 years' service appears to be the critical career point when females are more likely to resign. This needs to be considered with any wider remuneration packages where length of service is a criteria, such as annual leave. Proposals to reduce maximum entitlement from 20 years are currently under consultation. With the reasons for leaving data incomplete, we do not have sufficient data to guide us on why. However, building on thematic reasons for leaving that have emerged from recent research⁵¹, a likely cause is that balancing career and family commitments during this period becomes irreconcilable and leads to resignation.

Figure 58: Resignation by length of service, males compared to females (excluding under 5 years' service) April 2020 to April 2023



Resignation rates for ethnic minority officers are also consistently higher than those of their white counterparts. As well as ethnic minority officers having a consistently higher rate of resignation, the rate has also increased by a greater amount. At both a 2+1 and 5+1 all Black and ethnic minority groups have seen at least 1.6% increase in resignations, whereas white officers have seen around 0.6% increase, about 2.5 times smaller an increase. Length of service impacts on resignation rates.

⁵¹ <https://www.uplifthub.co.uk/retaining-your-workforce/creating-sustainable-workforce/national-attrition-insights>.

Figure 59: Comparison of white and ethnic minority officer resignation rates 2007/08 – 2022/23

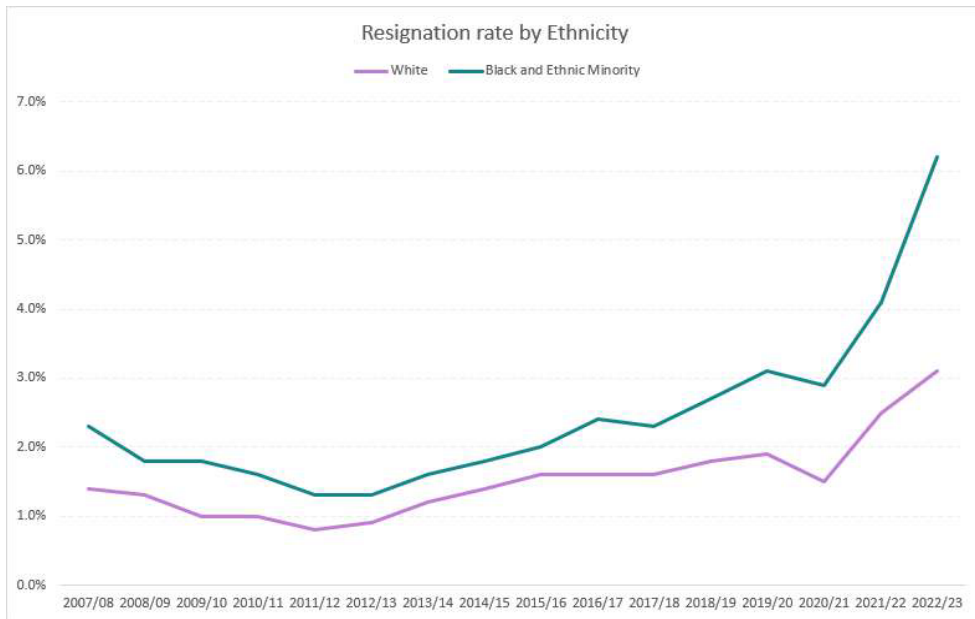
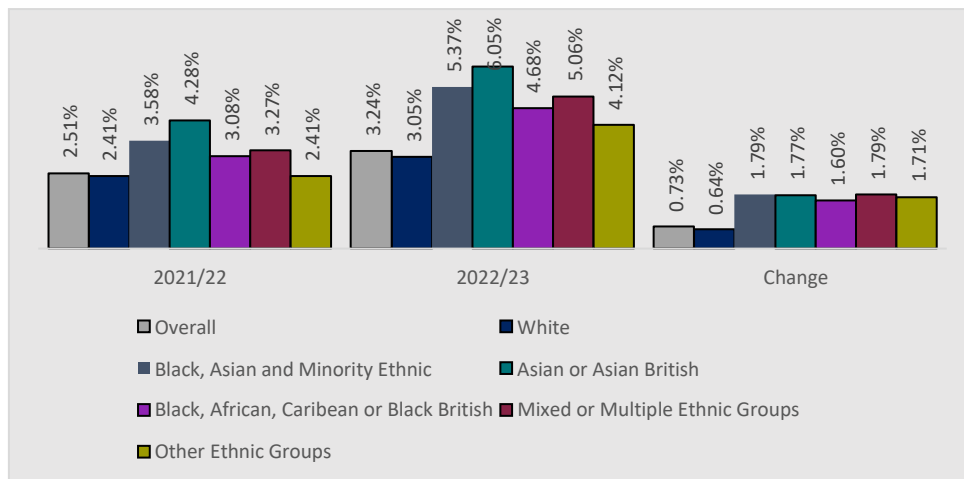


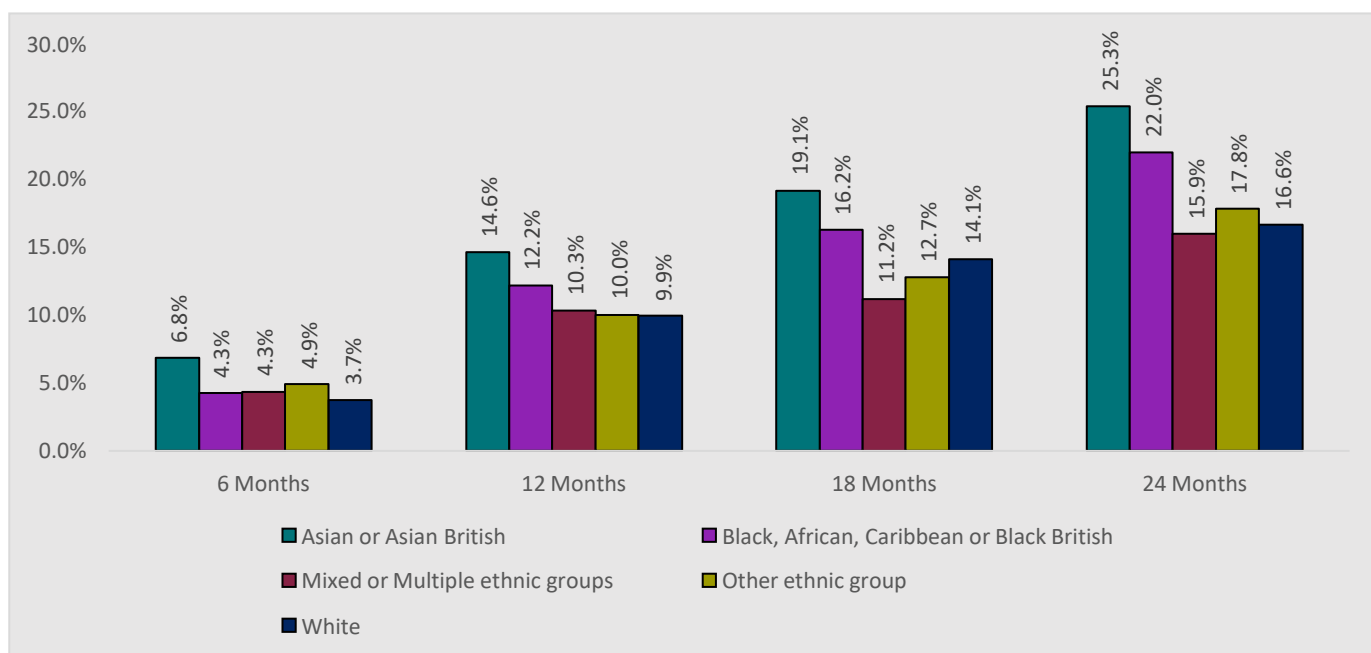
Figure 60: Comparison of leaver rates for white and ethnic minority officers



Improved recruitment from diverse backgrounds has led to a bigger proportion of ethnic minority officers being in their first five years of service compared to white officers. As new-in-service officers are more like to resign this could explain why there has been a greater increase in resignation rates. Since Uplift began, ethnic minority officer headcount has increased by nearly 29%, whereas white officer headcount has increase by around 12%.

However, comparing resignation rates in the first two years of service, ethnic minority officers leave at higher rate which shows that Black and Asian officers have a higher resignation rate than white officers. By 24 months the rate of resignation is 22.0% for Black officers, 25.3% for Asian officers, whereas for white officers the rate is 16.6%. It is not just the overall rates, but the rates of new joiners which are higher, highlighting a workforce issue that needs addressing.

Figure 61: Resignation rates in the first two years by ethnicity



From the ‘Our Black Workforce’ Wave 2 research⁵², participants discussed various factors that they felt underpinned the retention issue for Black and Black Heritage employees, these included:

- Slow progression or unclear promotion processes;
- Inexperienced or unsupportive line managers;
- Micro-aggressions, bullying and harassment and lack of trust in reporting processes;
- Lack of representation and not feeling fully included;
- Lack of allyship within the force and a workplace culture where ethnic minorities do not feel valued; and
- Pay and conditions were also not seen as being hugely competitive, especially when considered alongside the challenges of being in the police (generally, and for Black and Black Heritage employees).

While important gains have been made in the last 3 years in the attraction and recruitment of female and ethnic minority officers, the higher rates of resignation rates within the same groups is a cause for concern. Whilst the diversity of the service is greater than ever before⁵³, leadership and culture of organisations at every level is required to show forces are truly inclusive and supportive. Voices of minoritised colleagues warn us that not only are rates of leaving higher, but *intentions* to leave are stronger. The Onboarding Surveys⁵⁴ show that new officers from minority ethnic backgrounds and officers with more than 12 months’ service were a little less likely to have long-term career intentions. The Survey⁵⁵ reported that 2 out of 3 Black/Black Heritage police workers had considered leaving the police and the sense of being treated fairly at work reduced over time spent in service. Trust and confidence in policing are at risk of being further eroded if the service does not

⁵² Our Black Workforce | Police Uplift Hub.

⁵³ Police Workforce, England and Wales: 31 March 2022 - GOV.UK (www.gov.uk).

⁵⁴ Police Uplift Programme New Recruits Onboarding Survey 2022 - Report - GOV.UK (www.gov.uk).

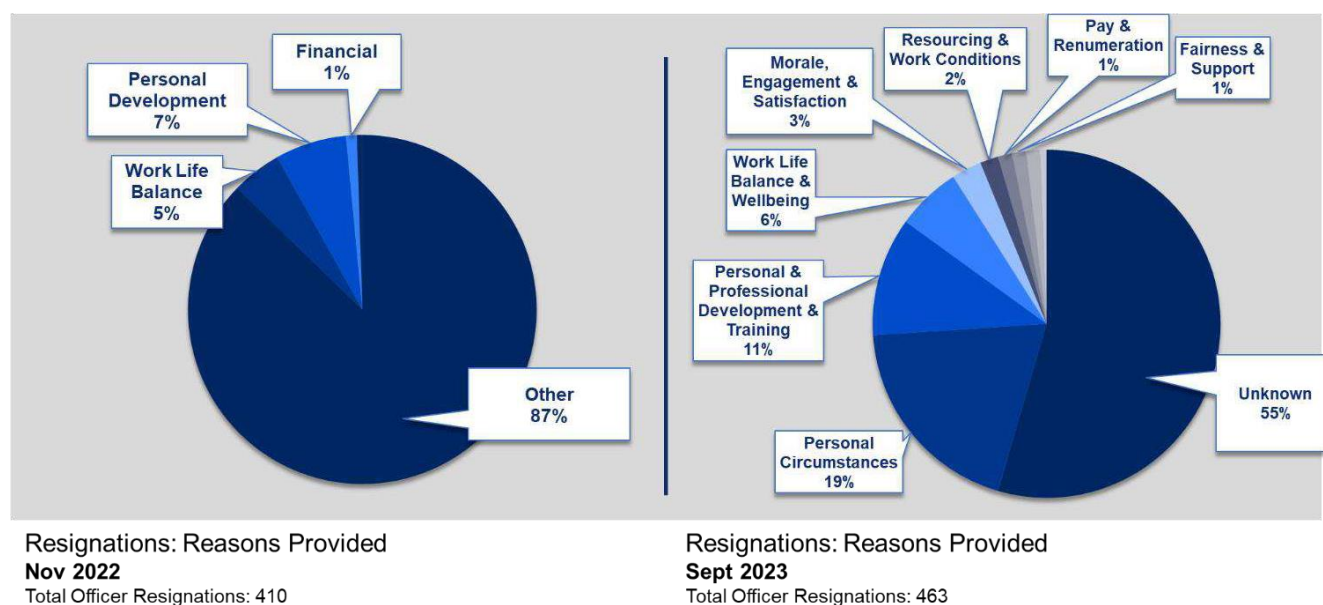
⁵⁵ Our Black Workforce | Police Uplift Hub.

seek to take meaningful action to address disparity in the perceived opportunities and recognise the experiences of minoritised groups.

There is still a major gap in capturing the reasons why officers are leaving policing which limits the service’s ability to understand workforce motivations and develop targeted retention interventions. In 2022/23 a new National Leavers Framework (NLF) was developed and rolled out to provide a more comprehensive list of reasons for why an officer has left and create a consistent and comparable data set across Home Office Forces. Forces are at varying stages of implementation, but data returns are already showing the impact on reasons for leaving and there has been a significant reduction in ‘other/unknown’ reasons.

It is worth noting that while ‘unknowns’ for officer resignation reasons are reducing, of the 4,132 officers who resigned nationally since the launch of the NLF, we do not know why around 2,520 of them resigned.

Figure 62: Summary of resignation reasons Nov 2022 compared to Sept 2023



Forces have been provided with good practice guidance and templates for conducting exit interviews, retention interviews and toolkits, with encouragement to focus efforts on 10 key retention areas⁵⁶:

1. **Workforce planning:** Forces understand the main drivers of attrition and accurately forecast their attrition rate to inform effective workforce planning.
2. **Organisational listening:** Forces take pro-active measures to understand their workforce attrition patterns, trends and key contributing factors. Measures include exit interviews and surveys.
3. **National Data Framework:** Forces align local data capture and leaver processes to the NPCC National Leavers Framework to drive meaningful, consistent and comparable reasons for leaving data.

⁵⁶ 10 things to focus on for retention | Police Uplift Hub.

4. **Impact of attrition:** Forces understand the financial implications for attrition in early years plus the loss of skill and experience from attrition across the workforce and put in place measures to actively manage this.
5. **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.
6. **Performance driven:** Retention plans are regularly reviewed and are dynamic and flexible according to learning that comes from retention performance reporting.
7. **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.
8. **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.
9. **Addressing barriers:** Forces recognise the impact of protected characteristics on attrition rates and identify the specific challenges and needs of its employees from diverse backgrounds. Forces pro-actively work to address internal barriers and reduce the disparities in employee experience.
10. **Specialist skills:** Forces understand the options available to retain specialist skills through interventions such as Targeted Variable Payments and Re-joiner Schemes.

Recommendation: NPCC Workforce Co-ordination Committee to work with forces to implement the National Leavers Framework to inform local and national retention strategies that also focus on early interventions for those considering leaving.

The *Police Uplift Programme New Recruits Onboarding Survey 2023*, published by Home Office Analysis & Insight⁵⁷ gives us an indication of future intentions to leave. The overall picture again this year is positive with high satisfaction and strong intentions to remain. Similar to the previous year's survey results:

- >8 in 10 new officers were satisfied with the role and support they receive from their line managers;
- >7 in 10 indicate that the role has met or exceeded their expectations; and
- >7 in 10 indicate they intend to stay in the service until retirement or pension age.

⁵⁷ NPCC Onboarding Survey to be published GOV.UK (www.gov.uk).

The most common reasons for new officers not intending to continue as a police officer until retirement or pension included lack of work-life balance; insufficient salary and benefits, and the impact the job has on recruits' health and wellbeing.

As in previous years, the responses of new officers from minority ethnic backgrounds were not as positive as those of their white colleagues and this is a consistent theme across a number of questions, including intention to stay where the difference is significant – 59% compared to 74% for white new recruits. Comparing results from new recruits on feelings of belonging suggests that a root issue is organisational culture when it comes to retaining diverse talent, with 63% of minority ethnic recruits feeling able to bring their whole self to work without judgement compared to 77% for white recruits. They also have lower feelings of belonging, which is also reported by females, LGB, older recruits and those stating a disability.

3.4 Productivity, wellbeing and health and safety

Productivity

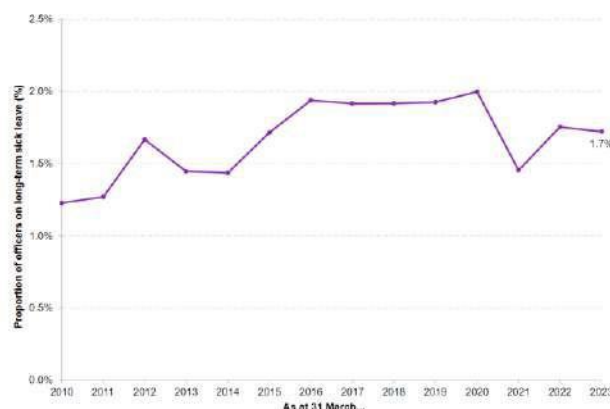
The Home Office national *Policing Productivity Review* has reported on its initial findings and recommendations and the service will be expected to take this forward in order to increase service levels. This expected increase relates to the whole of the workforce, as opposed to only Uplift. It will require leadership and technological investment to maximise its benefit. This is considered vital given the limited prospect for a significant increase in police funding to offset rising demand.

The overall capacity of the workforce is impacted by those absent and on restricted duties. In relation to officers on long-term absence⁵⁸, which includes sickness, maternity/paternity, career breaks and some other leave, as at 31 March 2023 this equated to 3.5% of all officers (slightly up on last year at 3.3%). Of these 13% were on career breaks and 9% suspensions, half were on long-term sick leave, remaining lower than pre-pandemic levels.

Females account for 35% of police officers but excluding maternity leave accounted for 40% of all absentees in the year up to March 2023. Sickness rates have been consistently higher among females than males. Males accounted for 9 out of 10 suspensions.

Rates of sickness across each rank are similar compared with last year.

Figure 63: Number of officers (FTE) on long-term sick leave, from 31 March 2010 to 31 March 2023, England and Wales



⁵⁸ Long-term absence is defined as over 28 days.

In the year up to March 2023, 4.0% of officers were on recuperative⁵⁹ duties in these forces with a 5.2% on adjusted⁶⁰ duties. This has risen over a number of years (with the exception of 2020/21. Females also have higher rates of recuperative and adjusted duties which is in line with previous trends. In total over 1 in 10 officers are on long-term sick absence, restricted or adjusted duties.

There is currently no data available for absence by roles, albeit the new data collection through the Workforce Census should allow this going forward. Whilst it is recognised that there will always be a proportion of officers absent or restricted, it is important to ensure that policies are followed to ensure that productivity is maximised.

Data on staff long-term sickness is not available as during the transition to the Workforce Census some forces still provided aggregate data and this impacts on providing a reliable time-series comparison.

Recommendation: The National Workforce Data Team to work with the Home Office to develop absence and restricted duties data by role to link to wellbeing strategies.

Wellbeing

“The leadership of an organisation is pivotal to making sure health and wellbeing is taken seriously, embedded in day-to-day people management practices, and is underpinned by good work. Senior leaders have a defining influence on the culture and how people behave towards each other.... we need leaders who are not afraid to show compassion, who consciously role-model healthy working practices and foster where people feel safe to speak about their health issues and seek help.”

CIPD, Health and Wellbeing at Work 2022

Having a healthy and motivated workforce is a strategic capability for policing. Research findings consistently indicate that wellbeing is an issue for many individuals across the policing workforce as it remains a demanding and stressful occupation where individuals are exposed to high levels of threat and emotionally demanding situations. The latest National Policing Wellbeing Survey has just been conducted and findings are expected later this year (2023), the findings from 2022 are summarised below:

- Wellbeing, as measured by emotional energy, of police officers was found to have improved slightly during the COVID-19 pandemic but has returned in 2021/22 to a level just below that seen in the 2019/20 survey. For police staff, no material changes.
- Exposure to traumatic incidents is high during daily work with many police officers and police staff experiencing high frequencies of post-traumatic stress

⁵⁹ Based on 41 forces.

⁶⁰ Based on 42 forces.

symptoms. 18% of officers reported that they had required medical attention for injuries caused by work-related violence during the previous 12 months, 11% reported unarmed physical attacks from the public at least once a week.

- Police officers were also found to experience very high levels of workload in terms of demands faced and levels of responsibility. Very high levels of hindrance stressors or barriers to doing their work (e.g., poor systems and processes) was also an issue.
- The average level of anxiety and depression symptoms for police officers has not materially changed over the past 3 years.
- Wellbeing is lower on average at lower ranks compared with higher ranks. For police staff, little difference was found across different grades of seniority.
- For police officers, a sharp decline in average wellbeing is evident after 2 years in service. This trend is more gradual for police staff with the lowest average wellbeing occurring after eleven years' service.
- Shift working is associated with lower wellbeing.
- Long working hours and infrequent breaks are evident from the survey, 50% reported being '*rarely*' or '*never*' able to take their rest breaks and 38% indicated they had not been able to take annual leave they were entitled to in full within the past year. This will need to be considered alongside workforce planning if decisions to change leave allocations are made.

This experience is replicated for new starters with more than a third of new recruits⁶¹ saying they ignore their personal life needs due to work strain and that the tension and stress from work adversely affects the rest of their life. Similarly, almost half of the new recruits agreed that work leaves them with little time and energy to do any other non-work-related activities.

The importance of having sufficient opportunity to recover from work demands, both within and outside of normal working hours, for individuals' wellbeing has been demonstrated. Predictive analyses carried out by Durham University have demonstrated that the ability to switch off from work outside of normal working hours is associated with higher levels of wellbeing. Police officers were found to be less likely to switch off outside of working hours, but this was found to decline with rank, particularly for those required to be 'on call'.

The National Health and Wellbeing Strategy is currently being developed, setting out a framework for action with roles and responsibilities. The aim is to develop a Police Health Observatory to gather workforce and other health data and review research data to inform policy and practice. The service will need to consider how it develops convergent workforce data systems that facilitate the collection of both local and national health data to facilitate this.

Research findings consistently highlight that mental wellbeing is a key issue. The Stress and Trauma Informed Care and Treatment (STRICT) Guidance has been launched to support demobilisation and diffusion following a traumatic episode.

⁶¹ Onboarding Survey 2023.

The development of an Authorised Professional Practice (APP) for Health and Wellbeing aims to bring together in one place, a practical and accessible product based on the research, employee voice and learning to:

- Provide as much clarity as possible to forces, HMICFRS and wider stakeholders on how to deliver an evidence-based, scalable, high quality and affordable wellbeing strategy.
- Identify the priority activities which, if delivered effectively, are proven to improve the wellbeing of police officers and police staff.
- Provide direction on the ‘universal’ organisational activities which are available to all staff whilst highlighting additional role-specific activities.

One of the two wellbeing recommendations made in the New Mode of Protection Report is that all police officers and staff should be provided with ongoing clinical support throughout their careers. Principally, this means that there should be suitable and sufficient police Occupational Health provision. This will put increasing pressures on existing services and at a time of budgetary constraint.

The Enhanced Occupational Health Standards have been launched and it is the responsibility of individual police forces to develop a plan to achieve these. One of the strategic priorities is better understanding of workforce requirements and a more mature workforce data set and analysis to inform strategy and policy.

Occupational Health (OH) services comprise a range of clinical staff and non-clinical staff, this includes physicians (FMAs) and nurses (FNAs) with and/or without specialist OH qualifications. In addition, OH staff may include OH technicians (non-nursing staff who undertake certain clinical tasks under supervision) and administration. Key workforce risks in this area are:

- a national shortage of suitably trained occupational health specialists;
- anecdotal evidence of increased turnover of staff;
- uncompetitive pay impacting attraction; and
- service profile of OH doctors and nurses in the police showing high numbers are near to, or within 5 years of, retirement.

To assist police forces the National Wellbeing Service has developed a target operating model of OH delivery and resourcing and have been working with Blue Light Commercial to optimise the roadmap to procurement and will investigate the creation of a common pathway that forces can use for the expeditious recruitment of short-term OH personnel.

Health and safety

Annual data returns from 43 forces showed in the year ending March 2023 there were >40,000 assaults on police officers in England and Wales (including British Transport Police), of which nearly three quarters were crimes of “assault without injury on a constable”, a small decrease of 0.6% compared with the previous year. 11,022 crimes of “assault with injury on a constable” were recorded across all forces: a decrease of 8.7% compared with the previous year.

More granular information on assaults is now being collated against 18 metrics seeking to capture the context around the assault method, injury severity, type of interaction, body parts injured, which will provide an evidence base to inform improvements in safety, wellbeing and support. To date 35 forces have returned data, but further quality assurance is needed and not all forces could return on the 18 metrics.

Based on this data there are some emerging findings that those between 1 -5 years' service are subject to disproportionality higher assaults specifically compared to those over 10 years' service. This may be through deployment and roles as opposed to tenure or training. There appears no between females and males, albeit this varies across forces and needs further investigation.

Unfortunately, the categories collected to capture ethnicity of assault victims do not mirror the categories used for workforce data. Some comparison has been made based on grouping categories but there are no conclusions possible at this time. Going forward the data capture needs to be amended to align to the national standards.

Recommendation: Forces to continue to work with the College of Policing, Police Federation and Covenant Oversight Board on implementation of Operation Hampshire to develop data on assaults linked with the overall wellbeing strategy and also to locally deliver good wellbeing practice.

3.5 Conduct and culture

The culture within policing has come under significant focus over recent years. The NPCC framework and national threat assessment⁶² set out the key areas of risk in relation to conduct and corruption against which forces assess threat and should develop local strategies.

Figure 64: NPCC national threat assessment



⁶² *The Threat to UK Law Enforcement from Corruption 2022*, NCA, March 2023.

- **Abuse of Position for a Sexual Purpose** – likely significantly under-represented, owing to non-reporting by victims, common offending/enabling methods posing investigative challenges and persistent ethical and cultural dilemmas within law enforcement (LE).
- **Organised crime groups direct infiltration or coercion of employees** – it is likely that most corruption occurs on the basis of associations with existing, willing employees. Inappropriate Association with criminals and Disclosure of Information to criminals remain the two highest volume allegations while Infiltration remains the lowest by a significant margin.
- **Vulnerability and corruption through inappropriate associations** – cases normally have longer term origins (such as family and friends), there is likely an increasing risk of new associations, and related, emerging due to indiscreet and inappropriate use of social media and other online activity, and a lack of personal and operational security awareness/discipline in conjunction with romantic relationships, lifestyle and leisure activities.
- **Theft & Fraud** – the growing cost of living pressures increase the risk of vulnerability, it is highly likely that more employees will become susceptible to committing Theft & Fraud, engaging in on-duty or unauthorised and incompatible secondary business interests, or assisting external threat actors (particularly OCGs) for financial or material gain.
- **Overall corruption** – there is a realistic possibility of overall corruption increasing with the combined rise in agile working and heightened employee Vulnerability risks, on the basis of corresponding changes in employees.

The service has sought to address some of these issues through the work within the Race Action and VAWG Programmes, with much activity driven locally. The Wellbeing and Our Black Workforce (OBW) surveys both highlight perceptions of inclusion to be lower for those from under-represented groups, impacting wellbeing, retention⁶³ and absence. The OBW survey 2022 reported over half of respondents had experienced some form of internal bullying, harassment or micro aggression⁶⁴. Whilst data capturing VAWG-related conduct cases showed allegations were made against 0.7% of the workforce (55% conduct, 45% complaint), nearly a third related to some form of inappropriate sexual conduct (sexual assault, sexual harassment, abuse of position for sexual purpose and other sexual conduct) and a similar number to discreditable conduct, which would include inappropriate sexual behaviours or domestic abuse.

It is almost certain that this does not represent the true scale of all improper or prejudicial behaviours and current recording processes and lack of confidence in ‘the system’ are a significant barrier to articulating a more accurate picture⁶⁵. Such incidents are described as

⁶³ See Section 3.3 – Attrition and retention.

⁶⁴ Source: Police Our Black Workforce Survey (fieldwork period May-Jun 2022) (n=1,614 – 26%).

Q. Have you personally experienced racial micro-aggressions from colleagues in the last 12 months? 46%

Q. Have you personally experienced discrimination from colleagues in the last 12 months? 23%

Q. Have you personally experienced racial harassment or bullying from colleagues in the last 12 months? 15%

⁶⁵ Based on VAWG defined offences between 1 October 2021 and 31 March 2022 set against the workforce at 31 March 2022.

having negative impacts on feelings of belonging, mental health, confidence and progression; and felt particularly painful when coming from colleagues or those within the service.

There are a number of common areas identified to drive cultural change in the service. Interviews with Black officers and staff, supervisors and executive leaders as part of the OBW research highlighted 4 key areas of focus for change⁶⁶:

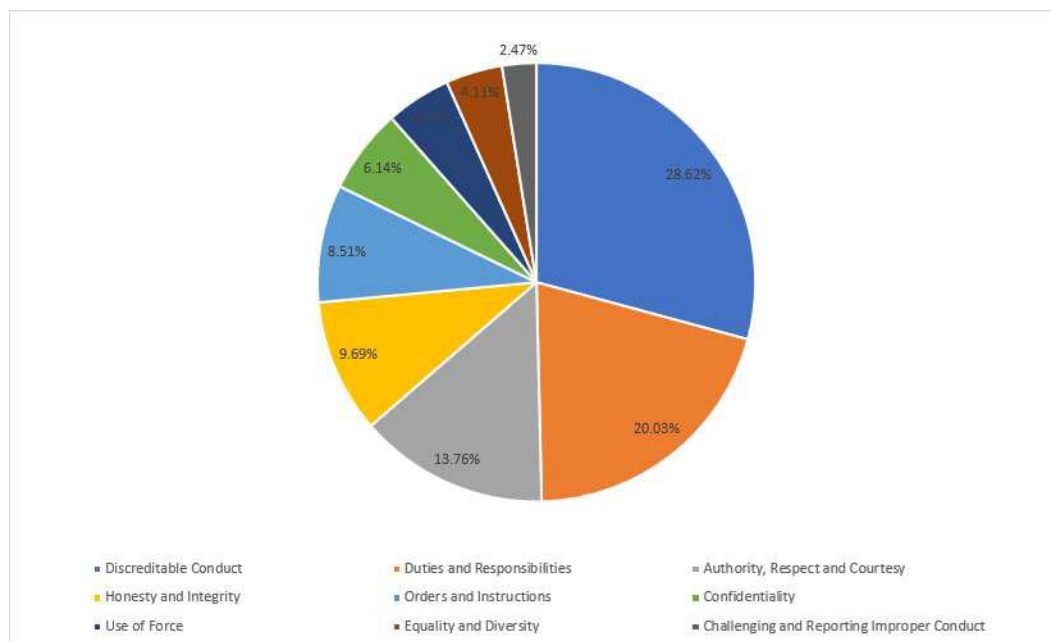
- **Systems** – Participants felt that there were organisational systems in the police that are not set up effectively to make it easy to reward inclusive behaviours or to allow people from diverse backgrounds to have an equitable experience within the police. The actions discussed by participants have been grouped into seven strategic areas within the report.
- **Leadership** – Senior leaders were identified as key to improving the experiences of Black and Black Heritage employees. This was because respondents felt that the police service was an incredibly hierarchical organisation with a ‘command and control’ culture. They therefore felt that any interventions would have limited impact without senior leadership buy-in.
- **Education** – Participants felt that education was a crucial piece of any solution. Currently, employees do not have the right tools or training to recognise micro-aggressions or other race-related incidents; or how to deal with and resolve them. This means that incidents are happening more frequently than they should and having a worse impact on the workforce.
- **Management** – Line managers were considered to be one of the biggest influences on the employee experience. Many participants told us that there was limited – or no – training for first-line leaders. There is also a more interpersonal element to this, which is more around managers being more flexible and compassionate in addressing people’s needs.

To help build cultural awareness, learning materials have been developed to encourage knowledge build of the construct of racism, impact and how positive action can be used. Best practice has also been shared on tackling culture and conduct through the National Sexual Harassment Policy Framework and the Sexual Misconduct Prevention and Intervention Model, understanding of the drivers of VAWG-related cultural issues, is being piloted against 12 interventions to establish the impact on culture.

Until recently there has been no national data in relation to conduct. This is now being extracted from the Centurion system for officers, but data on staff and wider information on grievances or other management interventions is not currently captured with forces recording information in a variety of systems.

⁶⁶ Source: *Our Black Workforce, Findings from qualitative research with police employees: understanding the Black and Black Heritage employee experience and ways to improve the experience for Black and Black Heritage employees*, June 2023, Alice Coulter, Ramla Attah, Katy Lawn & Imogen Cox.

Figure 65: Conduct by main categories⁶⁷



The proportion of officers varies slightly by ethnicity and sex. Discreditable Conduct was highest breach type across both Female 29% and Male 29%. This was followed by Duties and Responsibilities Females 23% and Males 19% and Honesty & Integrity for Females 11% and Authority, Respect and Courtesy for Males 15%.

Figure 66: Conduct by top categories broken down by ethnicity⁶⁸

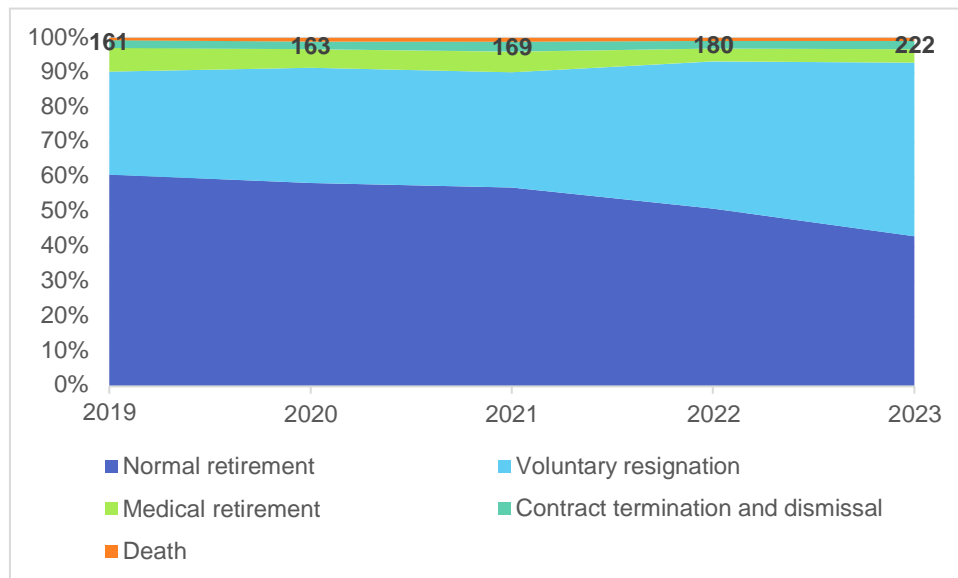
Breach Type	Asian or Asian British	Black, African, Caribbean, or Black British	Mixed or Multiple ethnic groups	Other ethnic group	White
Authority, Respect and Courtesy	11.5%	12.4%	13.0%	7.8%	14.3%
Challenging and Reporting Improper Conduct	2.0%	3.0%	2.6%	3.5%	2.5%
Confidentiality	4.5%	3.3%	3.3%	1.7%	6.8%
Discreditable Conduct	33.4%	28.5%	31.4%	40.9%	28.4%
Duties and Responsibilities	18.4%	19.7%	17.4%	22.6%	19.7%
Equality and Diversity	1.3%	5.8%	4.4%	2.6%	3.8%
Fitness for Duty	0.8%	1.5%	0.9%		0.9%
Honesty and Integrity	14.4%	10.9%	11.0%	6.1%	9.8%
Orders and Instructions	8.0%	9.7%	9.7%	11.3%	8.4%
Use of Force	4.9%	3.9%	6.2%	1.7%	4.8%

⁶⁷ NPCC unpublished management information.

⁶⁸ NPCC unpublished management information.

Data on overall dismissals⁶⁹ shows these have remained stable over time. Following the Home Office Review of dismissals, a number of recommendations are being progressed, with the aim of increasing public confidence, ensuring balance for Chiefs, improved standards and improved efficiency and functionality, which could have an impact going forward.

Figure 67: Dismissals over time



Confidence in the conduct system internally and externally plays a part in driving standards and building trust. The OBW survey indicates low confidence in the conduct system both in terms of referring conduct in for investigation as well as being subject to proceedings. Most respondents subject to perceived racism decide to take no action. For those subject to investigation, their race was felt to be a key driver to referral.

Analysis has been undertaken to understand disproportionality and the impact at each stage of the conduct process. This shows the referral into the process and not the process itself is where disproportionality is seen most for ethnic minority officers. The role and training of front-line leaders in dealing with conduct and performance is seen as key to addressing this issue.



The findings (based on the closed conduct cases) for all forces from April 20 to March 23 show Black, Asian and ethnic minority officers are referred in for investigation at a higher rate than white officers (61% compared to 56%) which is statistically significant and for Black officers this is higher (68.5%). Referral for discipline proceeding for ethnic minority officers is however lower than for white officers⁷⁰. Data is now available to forces through the Workforce Data Tracker, updated quarterly, to support local and national action plans.

⁶⁹ Source: www.gov.uk/government/statistics/police-workforce-england-and-wales-31-march-2023/police.

⁷⁰ The finding were similar when the Metropolitan Police data was excluded.

Figure 68: Perceptions of fairness of the disciplinary process⁷¹

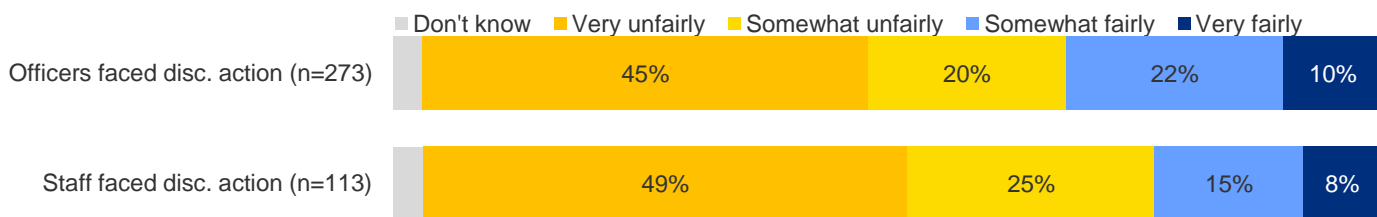
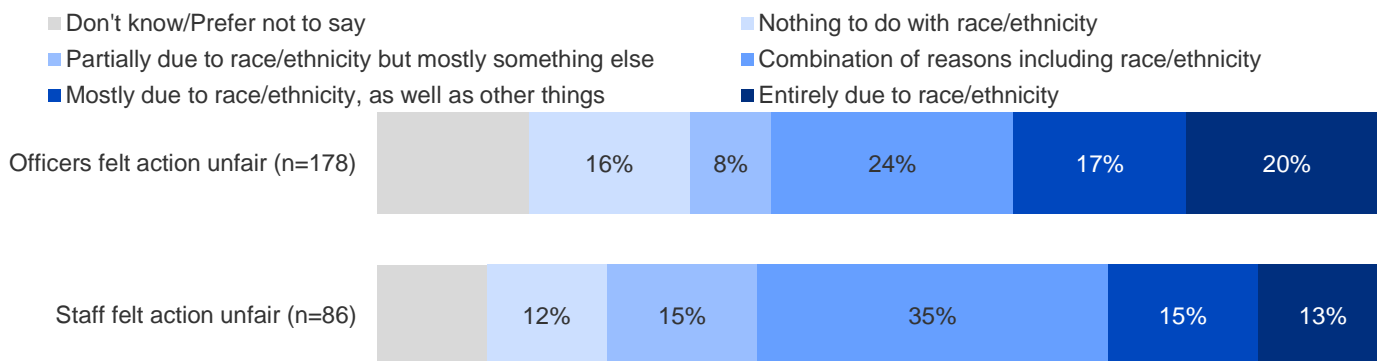


Figure 69: Perceptions of fairness of the disciplinary process⁷²



A fundamental review of the Code of Ethics has been undertaken and is due to be launched toward the end of the year. This will be linked to all aspects of workforce training. Consideration as to how this can be linked to pay progression could be considered.

⁷¹ Source: Police Our Black Workforce Survey (fieldwork period May-Jun 2022) Q. When facing the disciplinary action or procedures, how did you feel that you were treated? Q. You said that you felt you were treated unfairly. Do you believe that this was because of your race and ethnicity?

⁷² Source: Police Our Black Workforce Survey (fieldwork period May-Jun 2022) Q. When facing the disciplinary action or procedures, how did you feel that you were treated? Q. You said that you felt you were treated unfairly. Do you believe that this was because of your race and ethnicity?

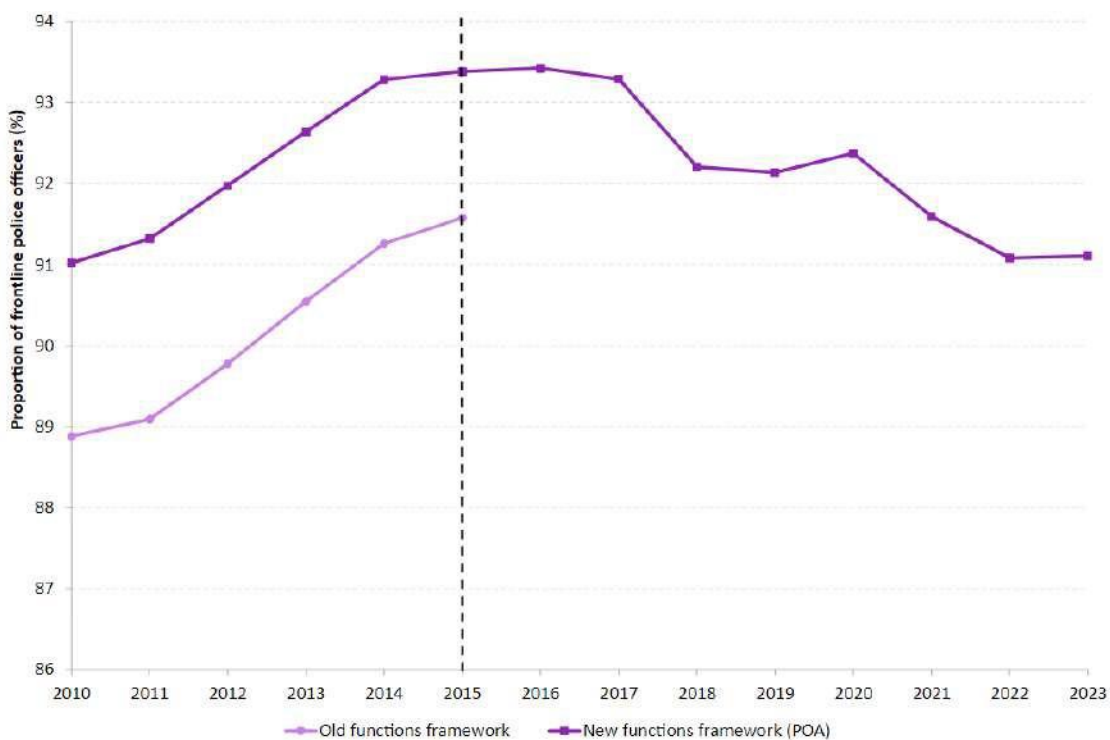
4. Core capabilities

This section outlines the core capabilities of the workforce and trends over time, based on the annual data return, NPCC workforce data and the annual capability assessment that sets out force future plans.

Summary

As at 31 March 2023, 91.1% of officers were employed in front-line roles, in line with last year but below 2015 / 2016 levels⁷³. There has been a steady increase since 2014 in the proportion of officers in front-line support and business support roles, as at March 2023 it was 4.7%. This may reflect reverse workforce modernisation.

Figure 70: percentage of officers in front line roles



The shape of the workforce against the core capabilities has changed little over time but there has been recent growth in officers across 'public protection' and for both officers and staff in 'support functions'.

⁷³ Change in police functions framework has resulted in a loss of comparability over time. To provide a back series on front-line policing, the Home Office collected data from the police under both the old and the new frameworks in March 2015. Estimates have been made at a Police Force Area level, for the period March 2010 to March 2014, which in turn has allowed the national England and Wales figure to be estimated.

Figure 71: Percentage of the officer workforce by function over time percentage as at 31 March 2023

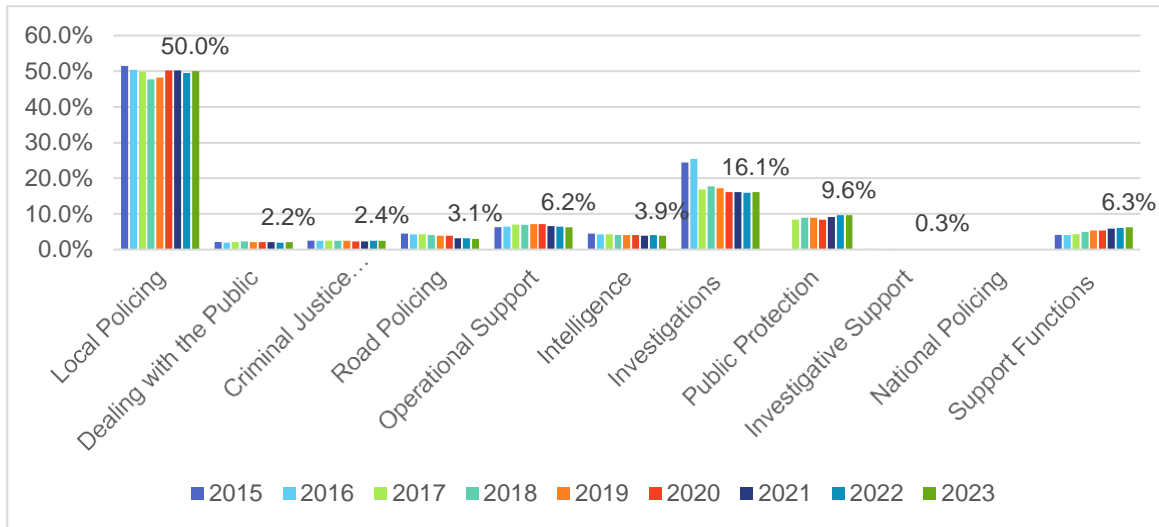
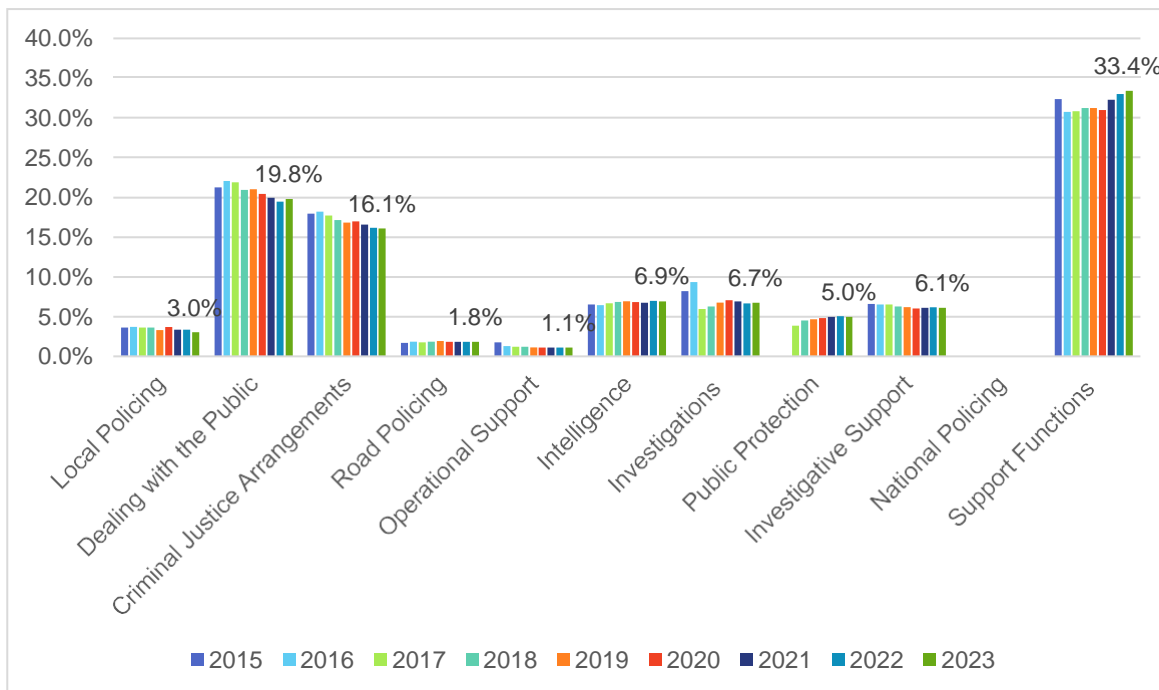


Figure 72: Percentage of the staff workforce by function over time percentage as at 31 March 2023



This year’s capability assessment showed a mixed picture in relation to workforce plans across key roles. In terms of overall growth by March 2024 ‘neighbourhood’ and ‘investigation’ were predicting the highest growth, with 30 forces of the 41 forces providing returns anticipating growth in investigators (6.3% growth) and 24 in ‘neighbourhood’ roles (4.8% growth). 20 forces planned for growth in PCSOs (up 7.4%). This goes no way to reducing the reductions seen in recent years, and 11 forces were planning a decrease.

In terms of officers the greatest growth is planned is for specialist sexual assault investigators (RASSOs) up 14.7%, as well as roles involved in ‘protecting vulnerable people’ (up 10.7%). Half the forces planned growth in serious & organised crime and professional standards roles also, reflecting strategic areas of focus nationally.

In relation to public contact, an area of national focus, 25 forces were planning growth in communications (4.3%), despite the current high vacancy levels and strategic shift to

digital options. 10 forces were planning a decrease, perhaps reflecting different local circumstances as well as different stages of digitalisation.

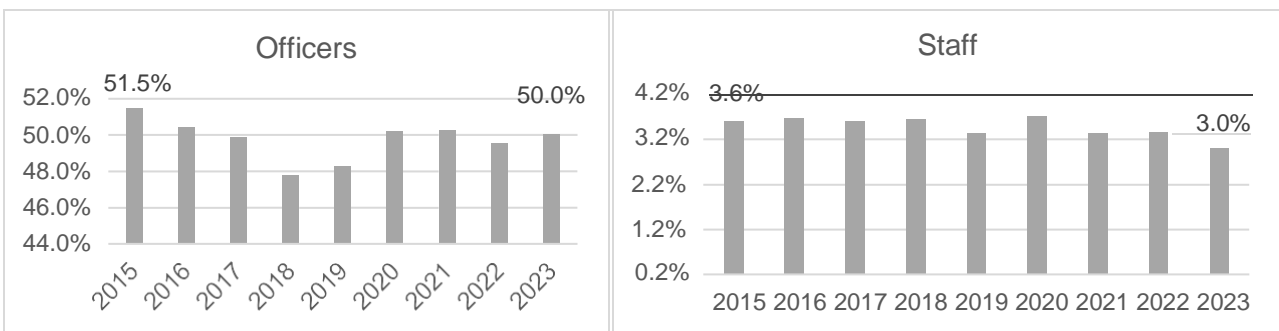
Over half of forces were planning growth in the Special Constables, equivalent to a 16.6% national increase, with 13 forces anticipating significant investment with growth over 30%.

A small drop was anticipated in L&D departments perhaps indicating where the financial pressures may fall.

4.1 Local policing

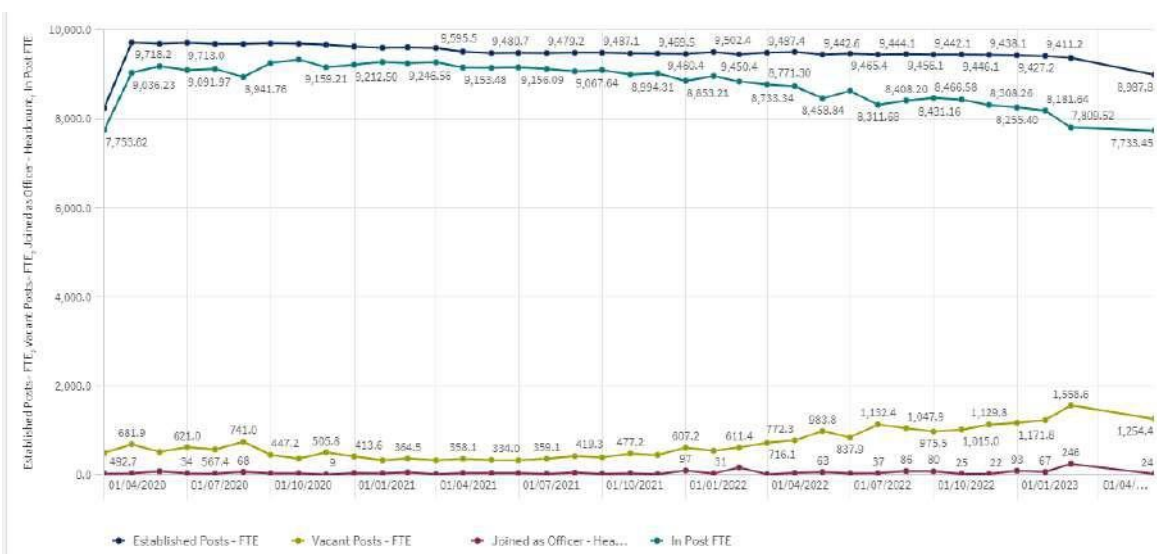
There were 67,785 FTE police officers employed within local policing functions as at 31 March 2023, an increase of 6.4% compared with a year earlier. Officers working within local policing roles accounted for 50.0% of all officers, a similar proportion to the previous years. This was the 5th consecutive annual increase in local policing numbers following a downward trend in previous years, more likely reflecting the Uplift officers in training than a strategic shift.

Figure 73: Percentage of overall staff in the Local Policing function over time as at 31 March 2023 England and Wales



Staff levels have fallen, impacted by the reduction in PCSOs as outlined in Section 3. Vacancy levels for PCSOs have also increased over the 12 months, with 1 in 9 posts now vacant, indicative of budgetary decisions as well as recruitment capacity and challenges.

Figure 74: PCSO establishment and vacancies over time⁷⁴



⁷⁴ NPCC unpublished management information.

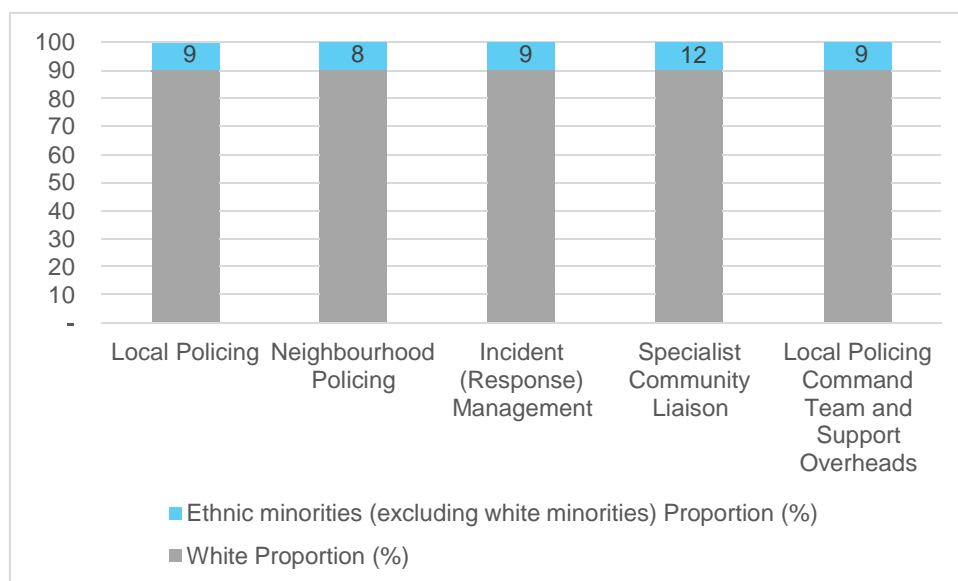
Despite a lot of similarities across forces, the PCSO role does vary nationally. Forces can decide which powers should be designated to PCSOs, reflecting local requirements. Some forces have a PCSO Supervisor role. Grading and shift pattern (thereby affecting allowances) is a local force decision. There is no national mapping of this in place currently.

The training that PCSOs undertake when initially joining the service was developed by the College of Policing and other stakeholders and is based on the national policing curriculum for police Constables, covering a set percentage of the police constable curriculum. The CPD offer to PCSOs is more varied, as it is for neighbourhood policing Constables. There is opportunity to develop a more standardised national curriculum reflecting local requirements and designated powers.

Recommendation: NPCC Workforce Co-ordination Committee and Local Policing Committee to work with forces to map current PCSO operating and costing models and work with the College of Policing on a standardised national curriculum reflecting local requirements and designated powers.

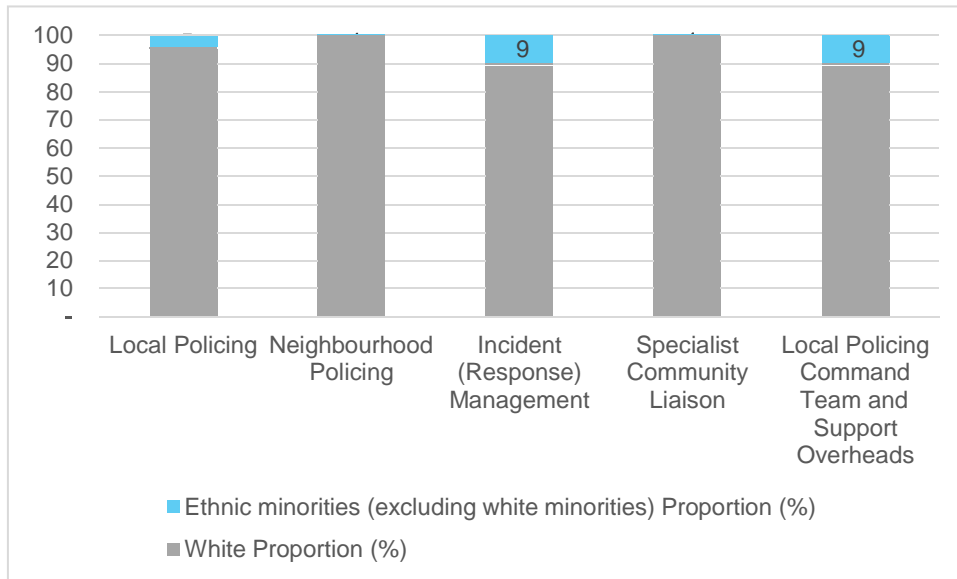
Data within Local policing is categorised into the primary roles – neighbourhood, incident (response) management, specialist community liaison and working within the local policing command team. Care should be taken in assumptions made given some forces are not able to make a clear distinction between certain sub-functions and therefore record the majority of, or all, employees under Neighbourhood Policing and Incident (Response) Management. The figure below shows the breakdown by ethnicity of staff and officers working across these roles⁷⁵.

Figure 75: Percentage of the officer workforce by local policing function



⁷⁵ As at 31 March 2023, those identifying as white accounted for 91.6% of all officers and 8.4% of officers identified as belonging to a minority ethnic group (excluding white minorities).

Figure 76: Percentage of the staff workforce by local policing function

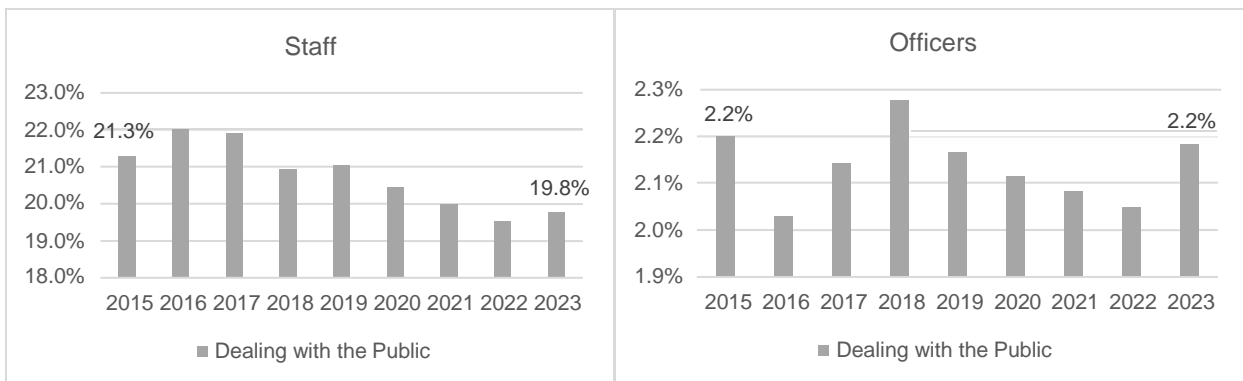


The College of Policing, with support from the NPCC Neighbourhood Policing Portfolio, is working towards the introduction of a standardised national Neighbourhood Policing curriculum, recognising the specialist nature of Neighbourhood Policing within the service and the fact that continuing professional development is essential in maintaining an effective and skilled workforce. The NPCC Neighbourhood Policing Portfolio is seeking to introduce a national set of guidelines in relation to abstractions of officers and staff away from their core role, whilst recognising the different local requirements and complexities that exist within forces.

4.2 Dealing with the public

Annual data returns capture data on officers and staff employed in this function against three sub-groups – front desks, central communications and command. A high proportion of staff (around 1 in 5) staff are employed in this function. Front-desk resources have reduced over the last 3 years in line with estates strategies but overall resources have grown (March 2021 – 16,540 / March 2023 – 17,252).

Figure 77: Percentage of overall staff in the function over time as at 31 March 2023 England and Wales

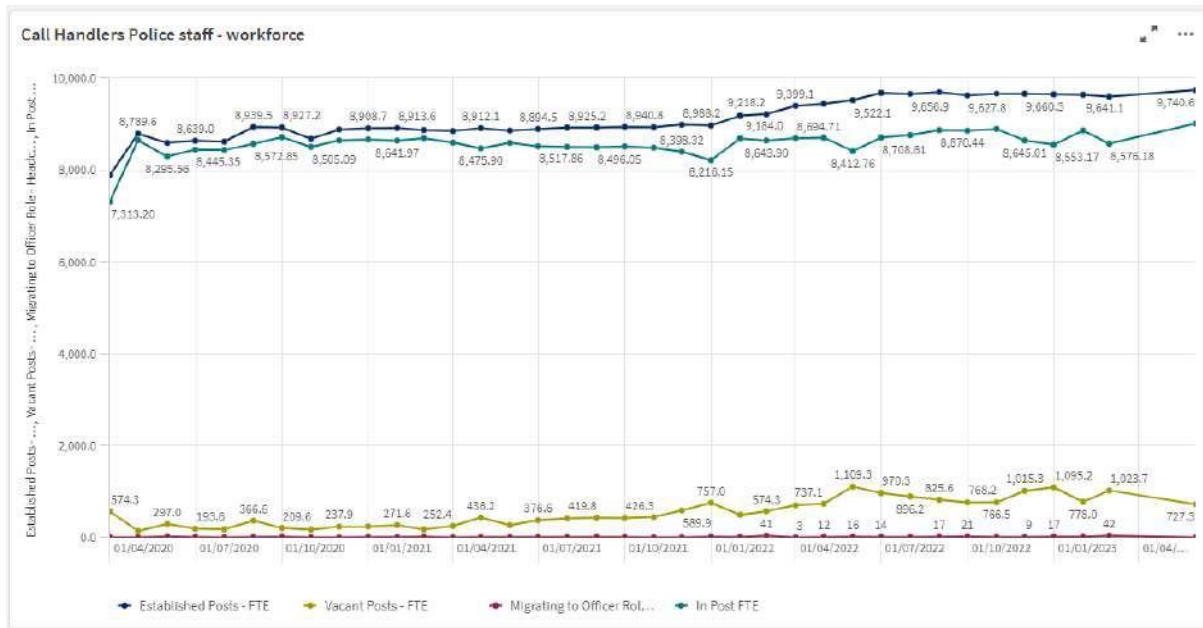


Over 90% of roles are in central communications functions. Forces are indicating establishment levels will be maintained, that said vacancy levels have steadily risen over the last 18 months indicative of both a challenging labour market and budgetary decisions. There is no work currently on an effective operating model for public contact and although

the ongoing Police Productivity Review may go some way to answering this question there is likely needed engagement with the other sectors and initial investment to then release efficiencies through technology and automated services.

The introduction of digital channels prompts the requirement for new capabilities to respond to demand coming in via those channels and new capabilities including new skills required to respond as technology augments the capacity and capabilities provided by people. Contact is an area of policing where the workforce is transitioning from being the primary source of capability/capacity to one that is much more shared with a digital capability/capacity.

Figure 78: Communications establishment and staffing over time (staff roles)⁷⁶



Going forward, the definition of what is counted as part of the Strategic Workforce Plan will become even more important as digital capability/capacity will take an increasingly prominent and critical role in how policing responds to the increasing volume and complexity of demand.

4.3 Investigations and investigative support (including cyber and forensics)

This function reports against 8 sub-categories. In addition, this year workforce data has been collected for PIP 2 / 3 / 4 qualifications, forensic investigators and RASSOs and other specialist public protection roles.

The positive trend to build the capacity and diversity of investigators has continued over the last 12 months, with a net growth in trained investigators and those in training. The establishment continues to grow at a greater pace than growth in trained officers. The data indicates circa 4,000 turnover per year in detectives and therefore the scale of recruitment required annually prior to any growth. Data to understand the reasons for the turnover has been captured but is still in its infancy and needs to be a focus for next year.

⁷⁶ NPCC unpublished management information.

Figure 79: Investigators' reasons for leaving policing



Over the last 3 years there has been >10% increase in investigation capacity. The increase in those in training has been driven largely by those entering the service through the direct detective pathway which has increased through Uplift. A long-term strategy for growth through the existing workforce as well as through direct entry needs to take this into account.

Set against the establishment for June 2023, the service (including those in training) is almost meeting the capability requirements, although this is not evenly spread across ranks nor forces, for example the gap is most acute at the Constable rank (39% vacancy).

At a national level, trained versus in-training capacity is 1:2.5 compared to 1:4 in 2020 (higher if only Constable posts are considered). The capacity of the system therefore to effectively train / tutor needs to be considered in any future strategic decisions on further growth.

Figure 80: PIP 2 capacity over time

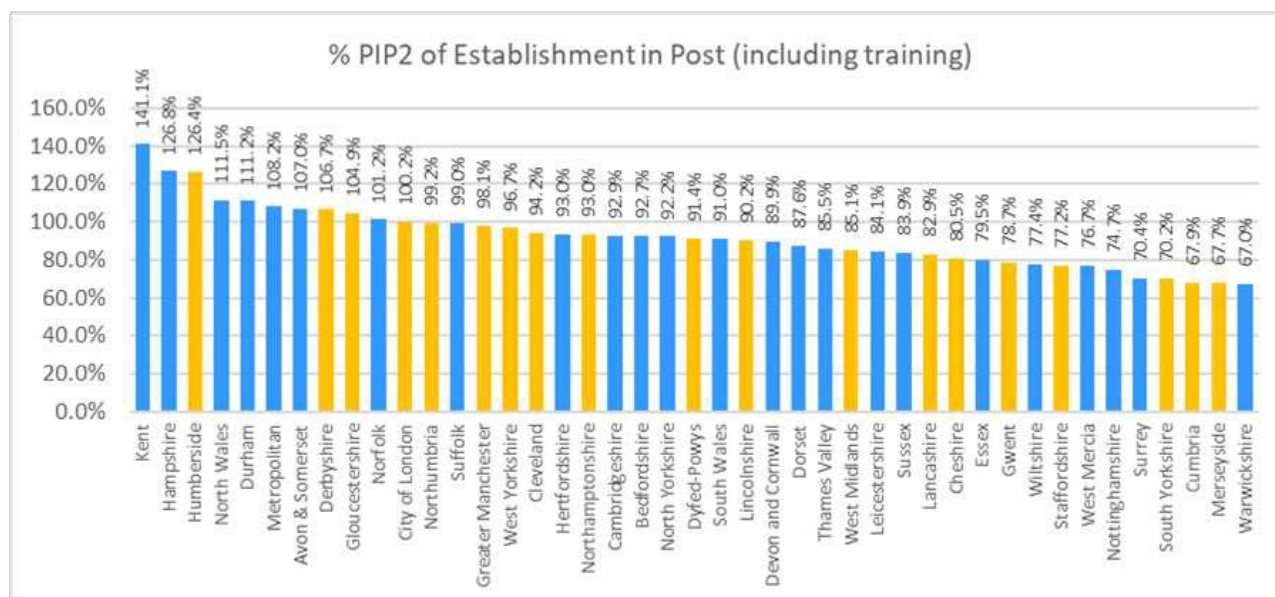
	Establishment FTE	Accredited in Post FTE	Shortfall / Vacancies FTE	In Training FTE	% In Post FTE	% In Post including Trainees
2020	25,024	19,768	4,974	2,374	79%	88%
2021	28,006	21,218	6,851	4,847	76%	93%
2022	28,675	20,437	8,246	6,221	71%	93%
2023 (June)	31,163	22,338	9,335*	7,334	71%*	94%

*Vacancies have been capped at force establishment for 2023 to show the national shortfall, some forces are over establishment.

Figure 81: PIP 2 capacity by rank as at March 2023

PIP2 Rank	PIP2 Establishment - FTE	PIP2 In Post	PIP2 Vacancies - FTE	PIP2 In Training - FTE	% In Post	% Vacant	% In Post Including Trainees
Chief Supt	76	73	12	2	84%	16%	86%
Supt	353	384	41	19	89%	11%	104%
Chief Insp	745	679	85	38	88%	12%	91%
Insp	2,090	2,035	141	109	93%	7%	95%
Sgt	6,044	5,709	490	389	91%	9%	96%
PC	21,824	13,376	8,448	6,893	61%	39%	87%

Figure 82: PIP 2 capacity by force as of March 2023 against establishment⁷⁷



Targeted Variable Payments by forces to detectives are shown in **blue**.

Candidate numbers for the National Investigator Exam have increased 40% since 2018 to 5,291 in 2022. This trend is set to continue into 2023 with an expected 6,000 candidates predicted as exams go to twice a year. Pass rates remained constant (around two thirds). The vast majority of candidates are in the early part of the service driven by the high recruitment through the detective pathway. It is of interest that pass rates for the military investigators now taking this exam are much higher.

In both March and June 2023 exams females outnumbered males, again this may be impacted by the high proportion of female joiners (59%) through DC DHEP. Pass rates are similar for both sexes. Conversely, ethnic minority applicants remain below the proportion at the Constable rank and pass rates are below those of their white colleagues (13% - 20% gap). This is amplified for Black and Asian officers and those who state English is an additional learnt language. This is despite changes made to the style of questions following the research⁷⁸ in relation to this. One in 8 candidates stated a disability, and for those that did there was a slightly lower pass rate at both exams.

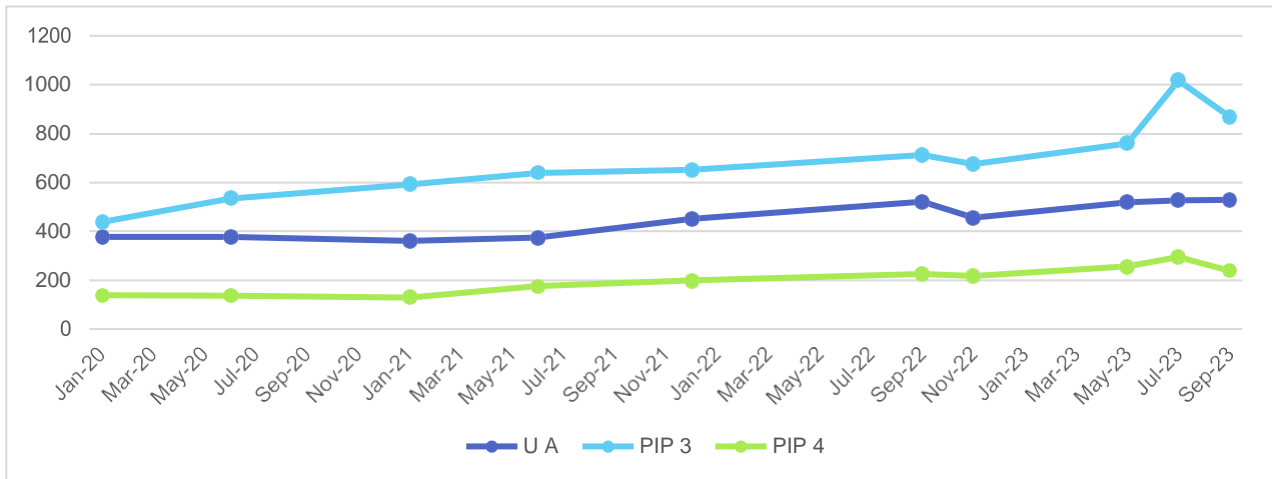
Targeted Variable Payments (TVP) were introduced 3 years ago as a lever to incentivise officers to undertake this role. Currently 24 forces have been using TVPs for investigators. Potentially there may be greater scope to for their use to both grow and retain this capability subject to local conditions.

PIP 3 and 4 capabilities have increased over time. The main barriers identified are challenges in terms of portfolio submission, ongoing CPD and lack of assessors.

⁷⁷ NPCC unpublished management information.

⁷⁸ *The impact of English as an additional language (EAL) on police recruitment, progression and specialist roles*, Dr Ali Malik, Professor Graham Hall, Professor Sarah Soppitt, Professor Mike Rowe, Kelly Sinclair, October 2022, College of Policing Library.

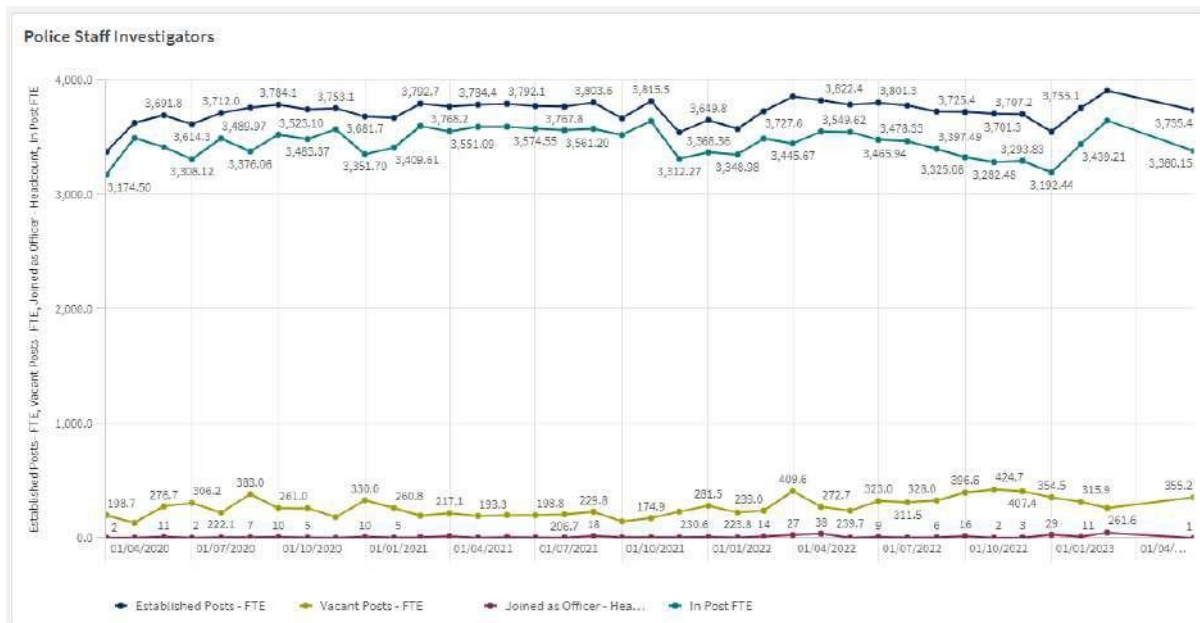
Figure 83: PIP 3 and 4 capabilities



Recommendation: NPCC Investigators Portfolio to work with the National Workforce Data Team to develop officer and staff PIP and retention data to gain better insight into capabilities, turnover and ethnicity and sex.

Staff investigator establishment has remained constant over time, but 1 in 10 of these posts is currently vacant, potentially indicative of high turnover to officer roles, budgetary decisions and recruitment challenges. There is limited information on staff turnover and accreditation to inform strategic workforce planning.

Figure 84: Staff investigators establishment and vacancies over time⁷⁹



⁷⁹ NPCC unpublished management information.

Recommendation: Forces to review their use of TVP to maximise it as a tactic to support capability build.

4.4 Public protection (including Violence Against Women and Girls)

In February 2023 the Home Secretary published the strategic policing requirement, setting the direction against the biggest threats to public safety. For the first time this included violence against women and girls (VAWG). The VAWG threat assessment has identified that threats are expected to increase in volume over the next 12 months. Up to now the approach to specialist training has been piecemeal in relation to courses and accreditation.

Annual data returns capture data on officers and staff employed in this function against four sub-groups – witness protection, protecting vulnerable people, joint teams, command team and support overheads. Additional data has been captured on specialist trained officers to understand at a more granular level bespoke capabilities required to respond to complex and multifaceted investigations which often have a digital forensic requirement. The 12 capabilities by way of capacity and anticipated growth over the last 12 months up to March 2024 are shown in figures 86 and 87 below. Currently these are not set against an agreed operating model and establishment.

Data over the last 3 years shows, based on headcount, resources have increased over time for both officers and staff (March 2021 – 14,882 / March 2023 – 16,642). This is an area where forces have indicated they predict further growth next year.

Figure 85: Percentage of overall staff in the function over time as at 31 March 2023 England and Wales

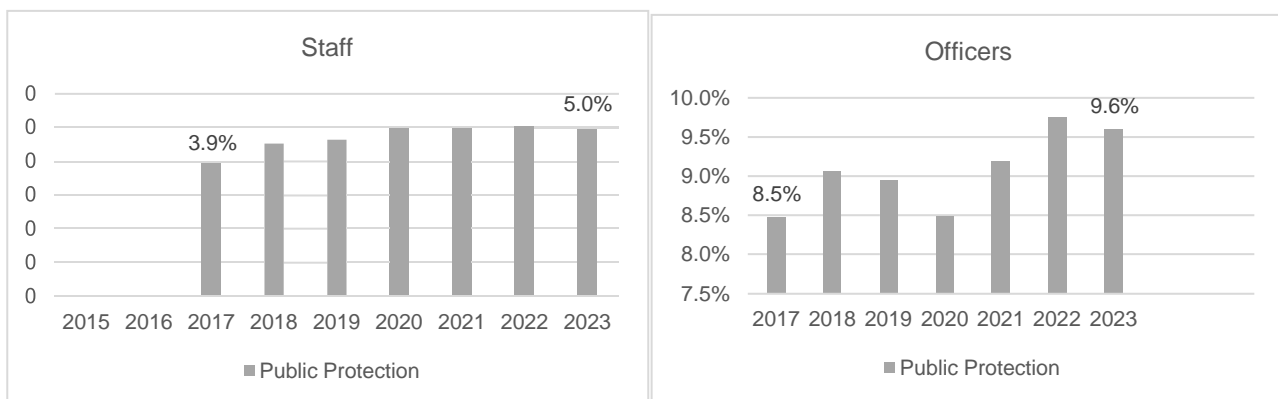
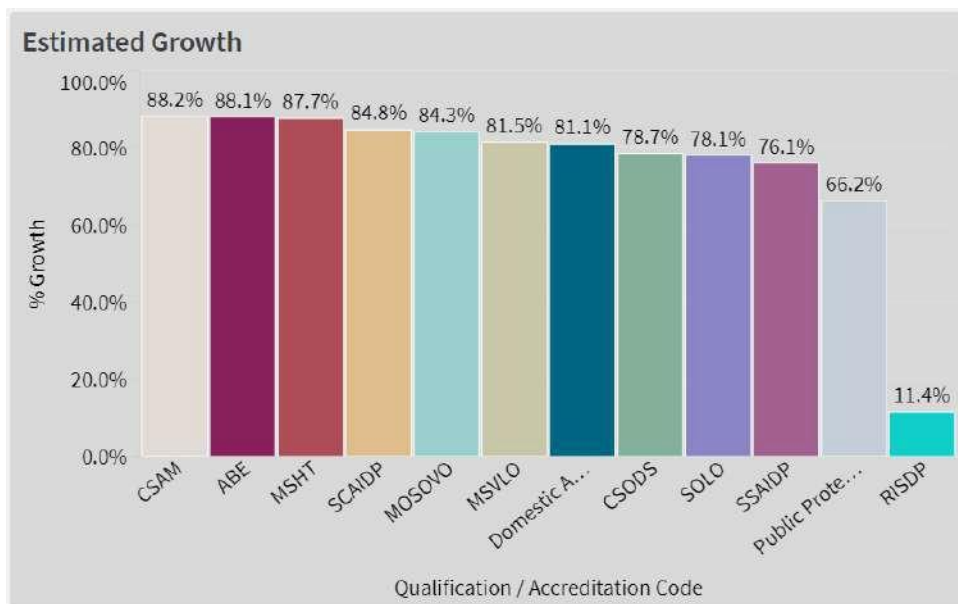


Figure 86: VAWG current capabilities⁸⁰



Figure 87: VAWG anticipated growth in the year up to March 2024⁸¹



Roles in public protection make up the 4th largest use of TVP by way of headcount and spend and are 9.3% of all individual payments. Only 9 forces are currently using payments for these roles, the average being just over £400. This is an area where forces predict further growth in the short term with the introduction of new specialist roles and accredited training as part of Operation Soteria. The greater role requirement may mean forces consider the use of TVP to recruit and retain capability going forward.

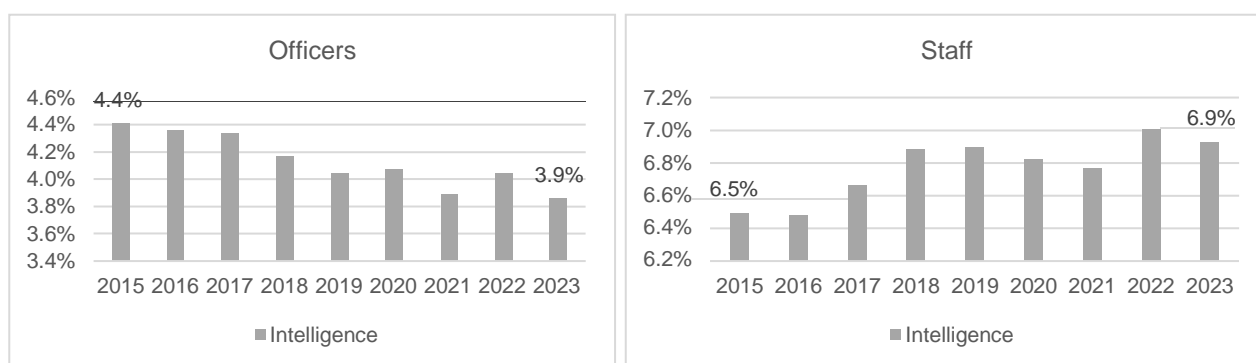
⁸⁰ NPCC unpublished management information.

⁸¹ NPCC unpublished management information.

4.5 Intelligence

Annual data returns capture data on officers and staff employed in intelligence functions against three sub-groups – Intelligence Command Team, Intelligence Analysis / Threat Assessments and Intelligence Gathering. Data over the last 3 years shows, based on headcount, resources have slightly increased over time for both officers and staff (March 2021 – 9,555 / March 2022 – 10,112 / March 2023 – 10,249). It is difficult to quantify separately Intelligence Analysts and Researchers due to the different ways in which they are employed and utilised across different forces and agencies and so the data below relates to the overall intelligence function⁸².

Figure 88: Percentage of overall staff in the function over time as at 31 March 2023 England and Wales



Overall resource spend is not captured, which may give a better understanding of investment in this area as forces over time have invested in technology building greater capabilities whilst reducing the need for manual analysis. As force investment and strategies vary it is difficult to compare forces / regional requirements and capabilities.

A number of national reports⁸³ have highlighted concerns regarding sufficient trained and skilled Intelligence Analysts (IA). There is evidence of increasing difficulties recruiting and retaining staff given the current and future tight labour market, economic pressures pushing up salaries and expectations from the workforce for more flexible working opportunities (distance working). IA are increasingly therefore being attracted to alternative higher paid roles in the private sector or other sectors, especially where forces are only offering fixed-term roles due to budgetary pressures.

The College of Policing has developed national role profiles and training requirements for analysts and senior analysts (Intelligence Professionalisation Programme – IPP), but terms and conditions (including pay) vary across forces, some in response to local conditions. There is no national co-ordination on attraction or outreach with the potential market limiting the reach and diversity of candidates and opportunities, for example to target career transferees and those with transferable skills, such as the military.

There are no national standards for selection processes and the requirement for a small force in relation to design and running of assessment could be more efficient through a collaborative approach.

Anecdotally, internal process delays such as vetting and the introduction of the role profiles and the review process prior to advert, have meant vacancies are being held for

⁸² Internal survey from 39 forces and 16 agencies indicated there are 1,835.5 Intelligence Analysts in forces and 653.5 in agencies.

⁸³ Source HMICFRS reports, State of Policing – June 2023, Getting a Grip - July 2023, Homicide Prevention - August 2023.

longer putting pressure on existing staff. Over half of forces who responded to a survey⁸⁴ stated that vacancies were identified as a force risk. Training for IA can be up to 3 years and so retention is key to ensure a return on investment, albeit courses can be tailored towards the type of work undertaken.

A survey of current staff in post indicated the length of service is just over 6 years on average. Other key findings from the survey identified a number of areas of risk:

- **High staff turnover** – forces reported a turnover of between a third and half in the last 3 years. The Uplift may have had an impact in these roles given the pipeline through to officer posts. This is likely to slow in the short term. A few forces offer market retention payments.
- **Retention** – the main factors were stated were work pressure, pay, work-life balance, limited progression opportunities and CPD, lack of agile work opportunities. Pay was seen as the key issue for over three quarters of respondents. Three quarters of respondents stated they did not feel pay equated to the responsibility of the role.
- **Competing market** – not just from other public sector organisations, but internally from other Forces, National Crime Agency (NCA) and ROCUs and lack of joined up collaborative strategy. In order to attract and retain quality staff, the NCA pay higher for a similar role, as do some Counter-Terrorism roles and some ROCUs. Leaving for another department in the same Force was the most common leaving route, with a high proportion leaving to become a Financial Investigator.
- **Experience** – training was becoming an issue due to lack of experienced staff.

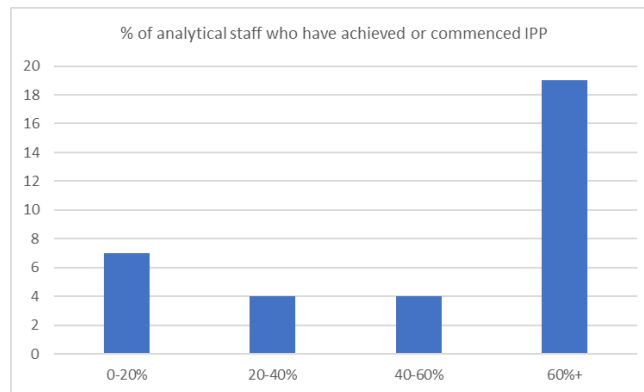
One finding of interest from the survey is that the majority of leavers remained in policing. Of those that left to join another organisation only half continued as an analyst elsewhere, a quarter took the opportunity for a change of career. There is significant variance in career progression pathways across forces/national units, with no standardisation for advancement within analytical roles. Even within forces there is no standardisation of how a Senior Analyst identifies and manages set career pathways for Analysts and Researchers.

IPP is being rolled out across Forces, however the survey reported 13 forces had less than half of their staff who have achieved or started the IPP process. Losing experienced staff to either other companies as above, or retirement/career break (8%) is having a big impact on force analysis departments. As is being reported with Police Constables, it is difficult to peer-to-peer train and mentor others when large parts of the capability have less than 3 years' experience. Those 3 years are also the 3 years post-COVID, when agile working may have reduced the exposure of new staff to day-to-day operational policing. This will be more acute once the requirements of the Forensic Science Regulator over the next two years are better known and the requirement to demonstrate and maintain competency which may require additional training, the costs and frequency of which have yet to be determined. 17 forces/agencies who responded to the survey at that time did not have a Head of Analysis/Principal Analyst role, despite this being one of the nine designated IPP roles, although in some cases the Director of Intelligence carried out the role. The survey

⁸⁴ Survey based on responses from 39 forces and 16 agencies and additional information from a retention survey from 35 forces 2023.

indicated reverse workforce modernisation in posts where specialist education or training was required, such as Analysis.

Figure 89: Percentage of analytical staff who achieved or started accreditation, by force



Only a few forces offer formal management training for IA outside the core skill, such as leadership, project management, partnership working.

There is considerable regional variation in pay (also impacted by regional allowances). As expected, higher rates are paid in London, South and South-East but this is not only concentrated in these areas suggesting the need for a more consistent pay structure.

Figure 90: Analysts – national salary range by role



N.B. Data between August 2022 – August 2023 (does not include the 7% pay increase awarded at the end of August 2023).

Recommendation: The National Analysts Capability Board to progress the recommendations from the review through the NPCC National Intelligence Portfolio working with the NPCC Workforce Co-ordination Committee.

4.6 Criminal justice

Force Management Statements identified criminal justice as a key area of risk, with concern in relation to backlogs associated with process requirements and the pandemic.

This is a highly regulated environment which brings with it workforce pressures and demand on trained staff including Inspectors, Sergeants and detention officers which continues to increase with the introduction of the new Bail Act.

Staff are accredited, however the resourcing of this area of business has not increased with increased arrests from higher officer numbers and increased charging decisions. This area lacks resilience due to other policing demands and historically has been seen as lacking progression and being a non-desirable working environment, therefore recruiting to this area is challenging. Data on detention officers at a national level is not captured but anecdotal evidence suggests high turnover, and this may be an area for future focus in relation to TVPs subject to local conditions.

The Criminal Justice System (CJS) now places greater emphasis on safeguarding and supporting vulnerable individuals, including victims, witnesses, and defendants. While this focus is vital for promoting justice, it has added new layers of complexity to the process. Increased officer numbers on the frontline have not necessarily seen the same planned uplifts within criminal justice infrastructure as yet.

There is currently no criminal justice accreditation or formal training process for file building and this is impacted by an inexperienced workforce. Changes to increase police prosecutions poses a challenge around trained staff to undertake the role and provide resilience to ensure effectiveness.

With limited career progression and a lack of accreditation around the role within CJ, staff turnover is significant. Internal demands such as vetting, vacancy control and recruitment processes cause significant concerns. There is also additional concern around vetting within custody relating to the recruitment of healthcare professionals, who are critical to detainee welfare.

The introduction of DG6 (Director's Guidance sixth edition) and the AGG (Attorney General's Guidelines on Disclosure) have placed additional demands on policing in preparing a case file for submission for charging advice. Case complexity has increased, and investigations have become more digitally focused on even the simplest crime. In addition to these complexities, policing is seeing an increase in high-harm offences, which bring additional responsibilities in public protection and safeguarding. This increasing and changing demand has created a capability gap.

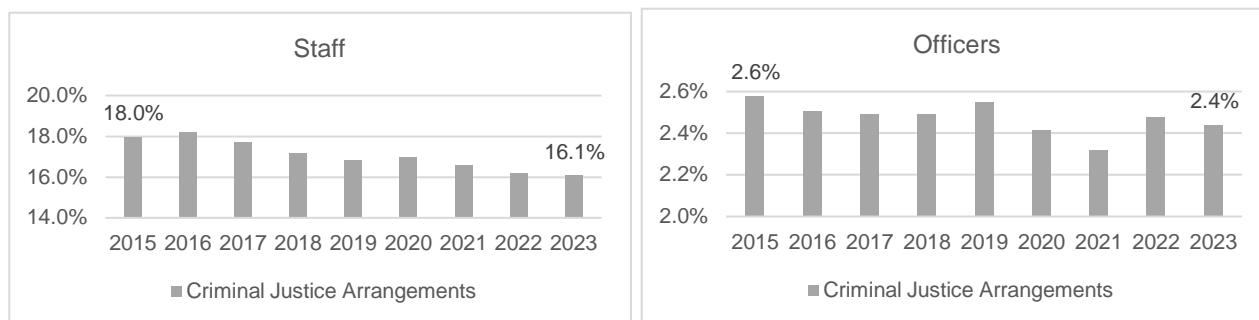
The Crown Court backlogs remain significant and continue to place additional demands on policing. An area of focus for these demands is force Witness Care Units, which are experiencing increased workloads and additional requirements for more significant and longer-term support of victims and witness due to court delays. Staff in this area anecdotally feel unsupported and are suffering themselves due to the mental impact of the work. Attracting and retaining staff in this area without progression is an area of concern. The impending Victims' Law will place additional demand on officers and witness care units through the criminal justice journey adding to an already complex landscape.

The introduction of technological developments within policing case files may bring some improvements to case file quality and the demands on CJ. However with partners utilising separate case file systems there will continue to be significant demand as requests for charges increase.

Annual data returns capture data on officers and staff employed against 11 sub-functions, full details of which are at [Appendix B](#). Headcount has grown slightly over the last 3 years

across all the functions (March 2021 – 14,431 March 2023 14,936), with over three quarters working in custody.

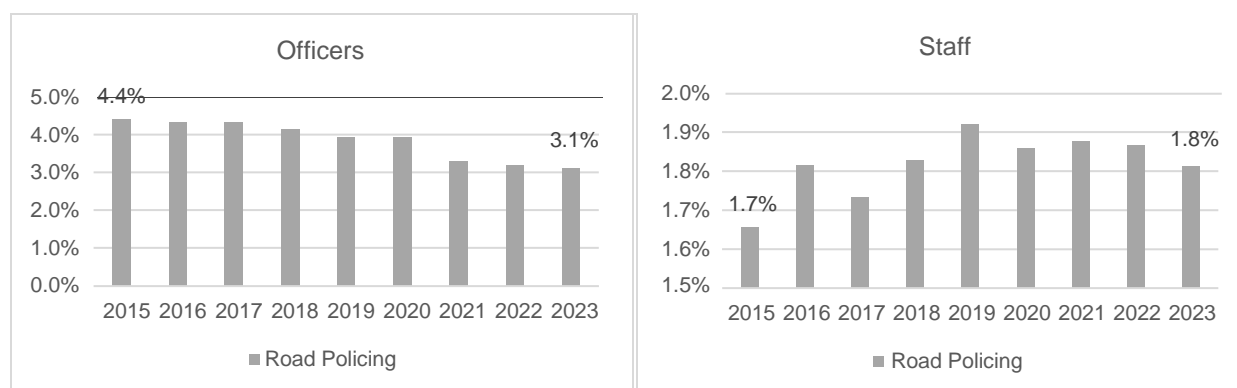
Figure 91: Percentage of overall staff in criminal justice over time as at 31 March 2023 England and Wales



4.7 Road policing

Road policing has seen a fall in both officers and staff since 2015, and as percentage of the whole workforce. This could reflect a strategic shift to enforcement through greater use of technology and resources such as the Highways Agency Enforcement Officers. It is also the least diverse in terms of ethnic minority officers with just 4.5% of officers working in ‘Road Policing’ (compared to a workforce of 8.4%), the least ethnically diverse function group.

Figure 92: Percentage of the workforce in the function over time as at 31 March 2023 England and Wales

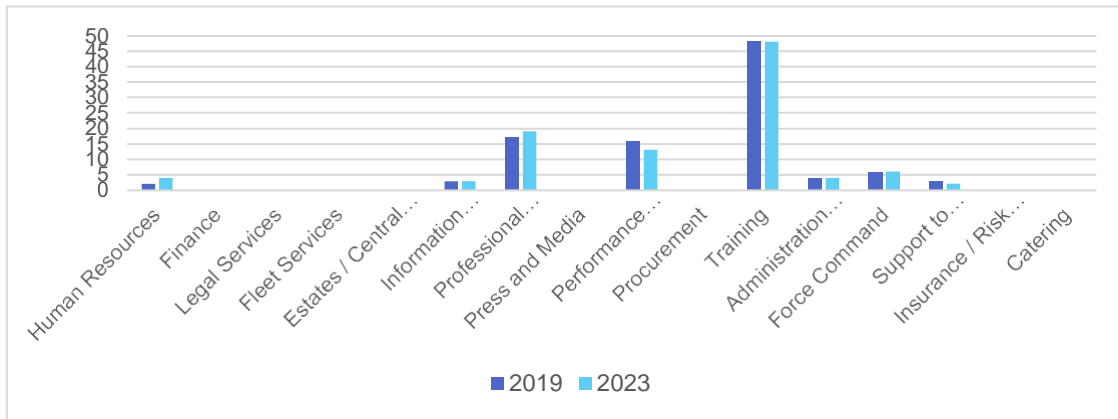


4.8 Operational support and support functions

‘Support’ is an area of growth for officers and staff and therefore potentially needs further granular analysis and may link to the wider productivity review. Support functions account for a third of all staff posts, half of which is training. This data predates the wider use of IPLDP and would not account for training staff in other organisations.

Over the last 3 years there has been growth in Professional Standards, likely linked to the growth in vetting through recruitment and the data cleansing. It is unclear how many of the posts are fixed term / temporary contracts, but the capability assessment indicates future growth is anticipated by many forces.

Figure 93: Change in staff support functions 2019 compared to 2023



5. Specialist capabilities

This section outlines the specialist capabilities linked to the Strategic Policing Requirements (excluding CT which is reported elsewhere). Data is provided from the Mercury system in the National Police Co-ordination Centre (NPoCC). Wider work is being undertaken to map national capabilities with the Cabinet Office / NPoCC / NPCC and the National Workforce Data Team.

5.1 Public order

Data shows a mixed picture over time, with increases in areas of risk such as protest removal capabilities. This has not been set against an agreed establishment or operating model and so no judgement is made. Further work on workforce data linked to a national capability assessment is ongoing.

Figure 94: Public order capability by 2019 – 2023 quarterly

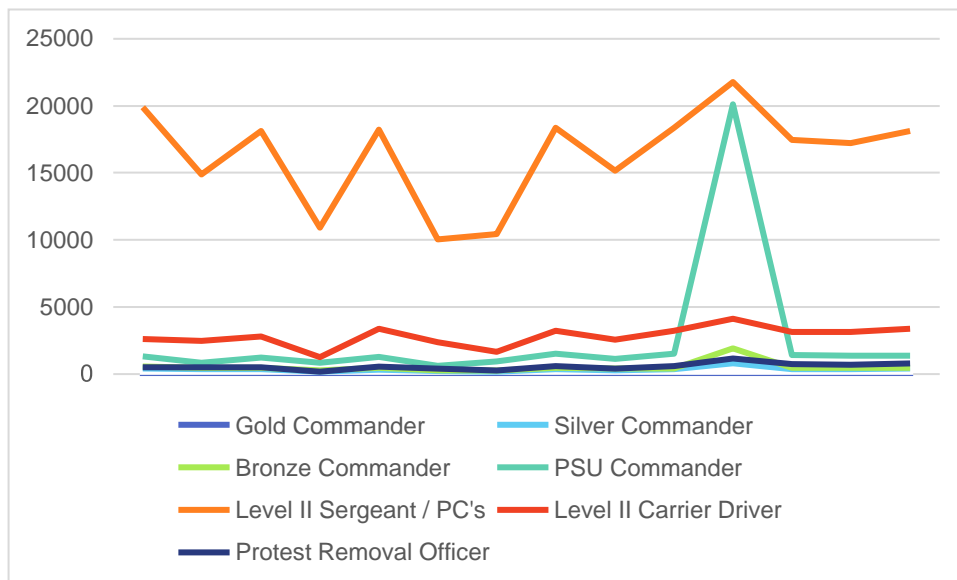
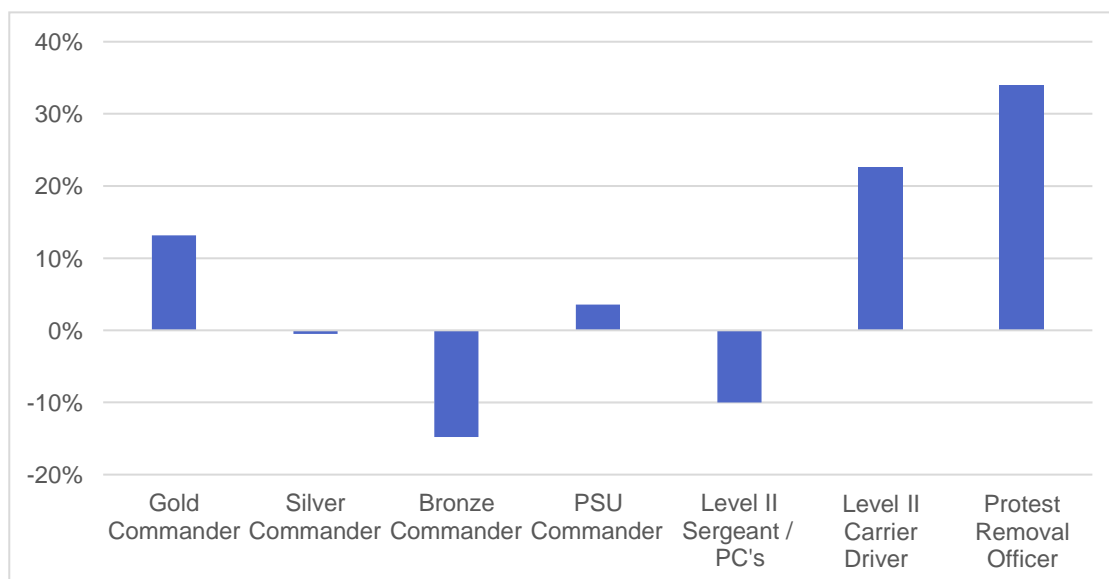


Figure 95: Change over time 2019 – 2023



5.2 Firearms

Firearms was identified as a hard-to-fill role where TVPs may play a role in recruitment and retention. 15 forces are currently making payments of on average £1k. Data shows a slight fall in each capability over time, but this has not been set against an agreed establishment and so no judgement is made. Further work on workforce data linked to a national capability assessment is ongoing.

Figure 96: Firearms capability by 2019 – 2023 quarterly

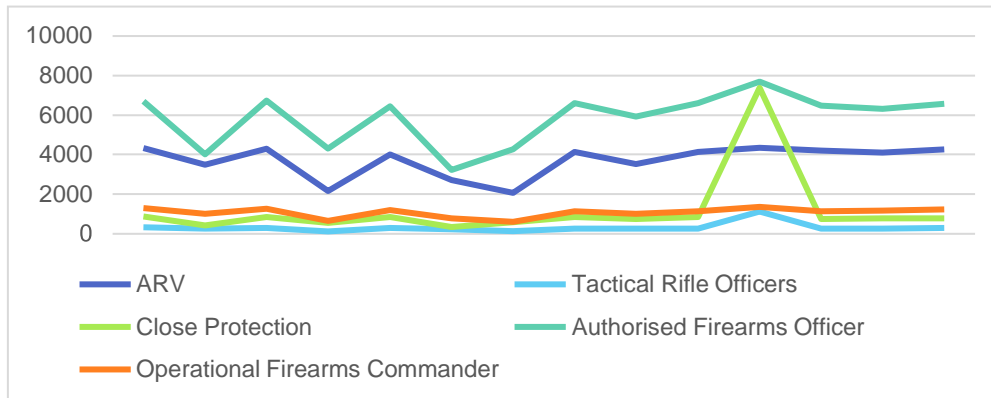
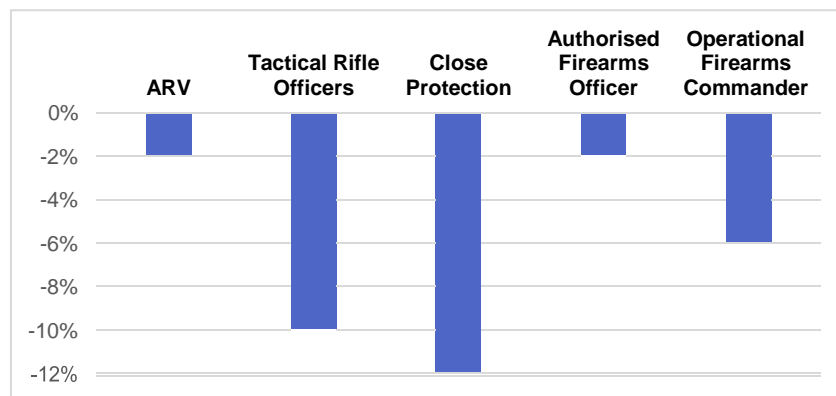


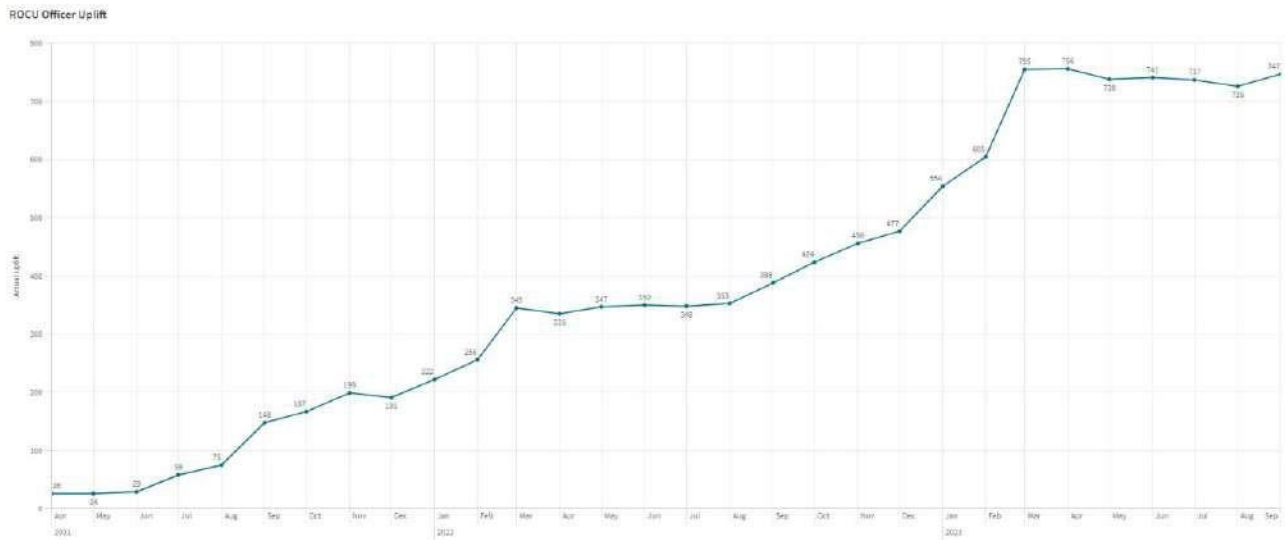
Figure 97: Firearms capability – change over time 2019 – 2023



5.3 Specialist investigations (including Serious Organised Crime)

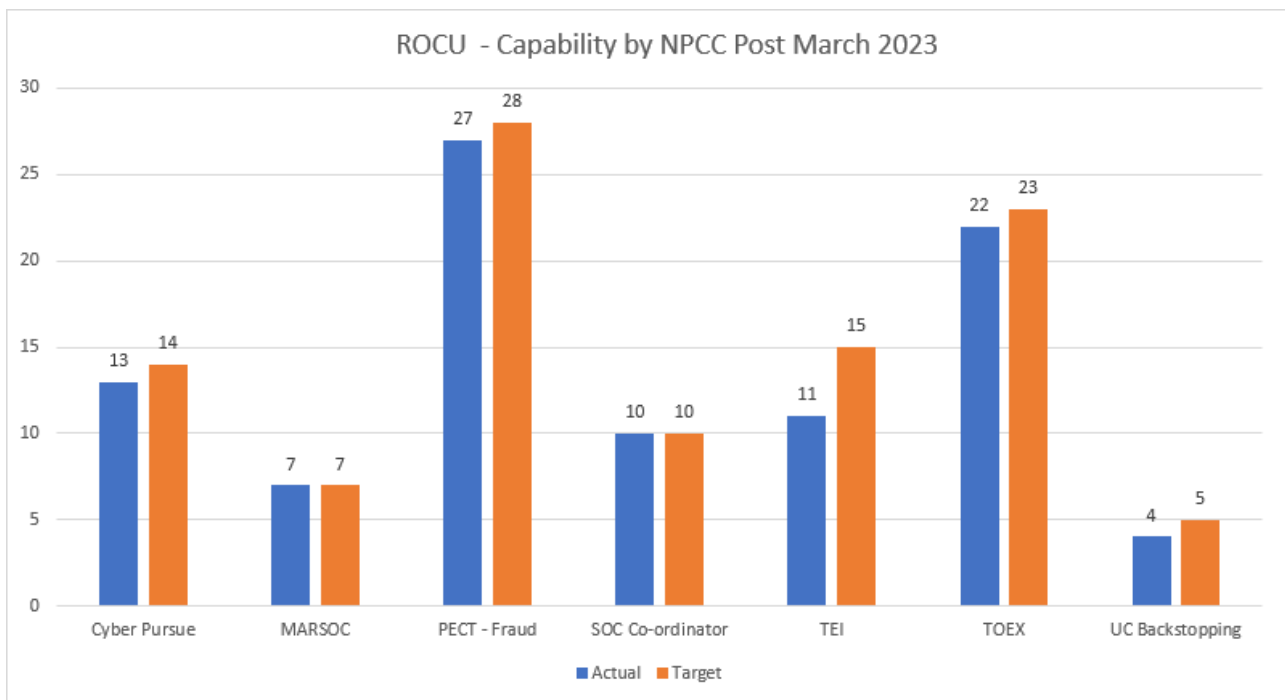
Over the last 2 years officer numbers have grown in ROCUs in line with the Uplift allocations. There is a commitment to increase investment in ROCUs by 1,000 up to December 2024.

Figure 98: Officer headcount in ROCUs over time



Data is now being collected across a range of capabilities for officers and staff. This does not include those capabilities that are additionally held by individual forces. Based on data returned from 7 (of 10) units as at March 23 actual officer headcount against each capability is in line with the set establishment. There is a need for the SOC lead to work with ROCUs and the National Workforce Data Team on data quality linked to the ADR for longer term data resilience.

Figure 99: ROCU capability (headcount officers)



6. Workforce development

This section summarises the implications of the workforce changes on the leadership capacity and experience, anticipated turnover and the health of the pipeline. It updates on the implementation of the College of Policing’s leadership standards for officers and staff and progress towards standardised selection processes at each rank.

6.1 Leadership

Last year’s *Strategic Assessment of Workforce* set out the challenges in relation to the demand on leaders as a result of the changed service profile, with a third of the officer workforce recruited in the last 3 years, more diverse recruitment and high turnover on retirement of senior leaders expected. Retention remains a key theme throughout this year’s *Assessment* in terms of, capacity, capability and leadership. The impact, and uncertainty, of the changes to lifetime allowance introduced in April 2023 impacting senior ranks and the full-year effect on retirement of the September 2023 pay award have yet to be seen. Changes to the banding for Chief Constables (also impacting Deputy Chief Constables) approved through this year’s pay negotiations and to be phased in over a yet undetermined timeframe may also impact, slowing down turnover.

The influx of new and diverse talent is an opportunity to reframe policing leadership, building capability to address the new challenges of contemporary policing. The College of Policing has set out a roadmap for change and investment in police leadership⁸⁵ recognising the under investment over time and lack of clear and consistent expectations, set against the backdrop of recent failings in police culture and performance. Central to this is the National Centre for Police Leadership (NCPL), which is establishing national standards for police leadership supported by the Police Leadership Programme (PLP), training and development for each level of policing.

Each stage of the PLP is underpinned by national standards for leadership (launched in June 2023) which set the benchmark for the leadership knowledge and understanding, skills, attitudes, behaviours and performance expected. The five stages, target cohort and timescale for implementation and evaluation are set out below. Consideration as to how these may be mapped to staff roles is under way.

Figure 100: Leadership Stages

Stage	Target cohort	Implementation
Stage one	Leadership Foundations	New joiners – integrated into the national curriculum for the mandatory training of all new police Constables (PCs), Specials and Police Community Support Officers (PCSOs).
Stage two	First-line leaders	Constables, police staff equivalents and Specials to support their development and prepare them for potential progression into a Sergeant or first-line leader role. It is also open to existing Sergeants to support them to be the best they can be in their current role.

⁸⁵ A Commitment to Change: The Future of Police Leadership, College of Policing 2023.

Stage three	Mid-level leaders	Sergeants, police staff equivalents and Specials to support their development and prepare them for potential progression into an Inspector or mid-level leader role. It is also open to existing Inspectors and Chief Inspectors to support their development in their current role.	Being piloted in 5 forces
Stage four	Senior leaders	Inspectors, Chief Inspectors, police staff equivalents and Specials to support their development and prepare them for potential progression into a superintendent or senior leader role. It is also open to existing Superintendents and Chief Superintendents to support their development in their current role.	Design Q4 2023/24
Stage five	Executive Leaders	Aimed at supporting aspiring Chief Officers to build a portfolio of evidence against a range of criteria to show their readiness for appointment.	Implemented 2023/24

6.2 Talent management and progression

There is a need to understand the strength and depth of the talent pipeline. Again, this year the potential high turnover of supervisory officers, particularly at senior ranks, is seen (see [Section 3 – Strategic workforce planning](#)). This continues to be driven by linear progression and a time-served approach. This needs to be considered in light of the reshaped service profile, potentially greater aspirations of career progression from Gen Z plus the findings from the Onboarding Survey where 77% indicated one of the top reasons for joining was career aspirations.

Currently there are no national standards for selection and as a consequence comparable data and understanding of the future pipeline is limited, as are the impact of processes nationally and locally. To drive national consistency, comparison and transparency around promotion and progression the College is reviewing the NPPF, with the aim of developing national standards for each rank. The new process for Chief Officers was implemented in 2023. The intention is to begin a ‘test and trial’ phase for Sergeant selection with a small number of participating forces early in 2024.

New processes for promotion to Sergeant and Inspector will be simpler to understand, more accessible, transparent and flexible than the current process, providing equal and fair opportunity for all. The emphasis will be on identifying talented individuals with leadership potential and providing the right professional development (including development of leadership and management capability), so that promoted officers can meet the challenges of modern policing. Subject to support from Chiefs’ Council, initial testing on new approaches will commence with a small number of partnership forces early in 2024, continuing for a minimum period of 12 months.

Last year we reported on a ‘healthy’ pipeline for first line supervision (Sergeant) based on those qualified for promotion, but there was a concerning fall in the number of applicants and those successful at Stage 2 (promotion exam). The existing pipeline remains strong, but this downward trend in applications continues, albeit candidate numbers through this process are being maintained by an increase in the pass rate. The impact of the pandemic is difficult to assess, with higher pass rates since the introduction of the online process in 2020.

Degree-holder entry routes continue to have higher pass rates, specifically the DC DHEP. Caution should be taken based on the low numbers through these routes. Academic attainment is a known impact factor on success. Small numbers of those entering through

PCDA and DHEP are now being seen at the Sergeants and Inspectors stage 2 (law exam). For those with English as an additional learnt language, despite changes made to the style of questioning, this still remains an impact factor. Consideration should be given to the support provided to these groups. As part of the testing phase, trialling is taking place of an alternative approach to confirmation of the requisite legal knowledge, which does not involve a formal exam. This testing is to establish an evidence base for what works.

The College of Policing will need to ensure any changes to the NPPF are underpinned by data to enable detailed evaluation and understanding of the impact of processes and an assessment of the talent pipeline.

Figure 101: Sergeant exam applications and pass rates over time

Exam	Total number of candidates	Total number of successful candidates	Percentage of successful candidates
Sergeants 2019 (paper based)	6,183	2,519	40.7%
Sergeants 2020 (online)	6,292	4,225	68.2% ⁸⁶
Sergeants 2021 (online)	7,538	4,484	59.5%
Sergeants 2022 (online)	5,875	2,985	50.8%
Sergeants 2023 (online)	5,641	3,269	58.0%

There are limitations on the current end-to-end⁸⁷ data on progression selection nationally. Analysis undertaken based on those considering first-line supervision⁸⁸ indicated:

- Females were less likely to apply for progression than males but had higher or equivalent pass rates to their male colleagues. Females were also less likely to withdraw at each stage of the process.
- Ethnic minority candidates were more likely to apply but white candidates had a higher overall pass rate, although this was not considered statistically significant.
- Black applicants were least likely to pass the examination and in-force interview and most likely to withdraw compared to other ethnic sub-groups.
- White applicants and those with mixed heritage were most likely to be successful at these stages and least likely to withdraw.

Wider qualitative work⁸⁹ undertaken to better understand barriers and levers for the progression of women shows interwoven factors including perceived investment required to succeed in the process, personal impact of failing, work-life balance and potential changes as a result of promotion impacting location or skills required. Local selection procedures were perceived as being a greater deterrent than national exams, with more

⁸⁶ Sergeants' 2020 exam was rescheduled for 6 months after it was originally due after it was cancelled. It was also the first time the exam was delivered online.

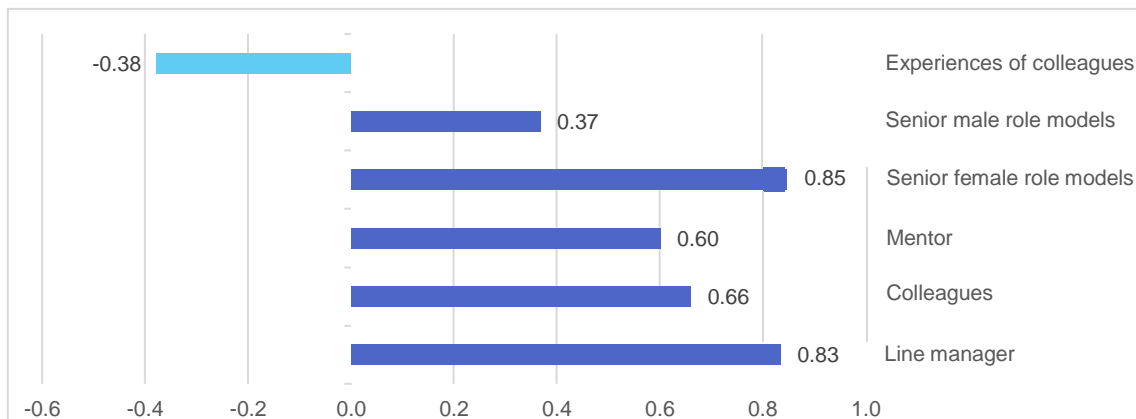
⁸⁷ Stages of the promotion process 1-line manager's sign off, 2-national exam, 3-work based assessment, 4 in-force interview.

⁸⁸ Uplift analysis based on 38 out of 43 Forces promotions data for 1 Apr 20 to 31 Mar 21.

⁸⁹ Uplift progression analysis, February 2023, Claire Tyers, College of Policing Library – based on 1,427 respondents.

negative perceptions from those who had not started the process than those within it. Female role models were seen to be a strong positive influencer.

Figure 102: Support factors influencing decisions for women to apply for promotion



Influence of supportive factors using mean score (where -3 = strong negative influence, 0 = no influence and +3 = strong positive influence)

In terms of the promotion process to Inspectors, on the data reviewed females were slightly more successful than males and made up 29.6% of candidates. Ethnic minority candidates had a slightly lower pass rate than white candidates (44.2% compared to 50.4%) and made up 10% of candidates. Both groups were more representative than the workforce at Sergeant level, suggesting a strengthening pipeline⁹⁰, but will need to be higher to make any significant impact on representation in the short term.

Age is an impact factor for success (those over 26 years having a reducing pass rate that increases by age). A number of factors may play into this, such as work-life balance, and this may be an area where force support could be given through study leave as part of a wider remuneration package. The College of Policing’s future changes to the promotion process need to focus as much on implementation, communications and monitoring, as they do on the actual process design, if it is to widen access and build trust and confidence in the process for females, Black and Black Heritage officers specifically.

Internal development processes also need to be considered. A study of female progression⁹¹ potential indicates women are less likely to have a temporary promotion. Of 1,656 reported temporary promotions across all ranks between 2015 and 2018, just 330 (19.9%) were to women. With an absence of academic or police research into how these promotions are awarded, and the potential advantage they bring for career advancement, the selection and impact of temporary promotions is an area for further research.

The College of Policing is currently developing a National Talent Development Strategy (NTDS) which is under consultation. Suggested recommendations include understanding the role of workforce data. The College is working with the National Workforce Data Team to identify how workforce data collection and NTDS talent analytics data can align to offer maximum benefit for forces and how forces can conduct their own local analysis.

⁹⁰ Calculations exclude who preferred not to say.

⁹¹ *Temporary promotions, permanent inequality: Gender disparity in police selection processes*, Dr. Sarah Charman and Dr. Jackie Alexander, Police Insight, August 2023.

Recommendation: The College of Policing to review the guidance on the selection and management of temporary promotions.

Recommendation: NPCC Workforce Diversity Lead to work with the College of Policing to develop a communications strategy to run alongside implementation of the NPPF to encourage a more diverse pipeline for progression.

Forces already have a range of local talent management strategies in place. Over time there have been a number of national schemes aimed at drawing in talent and diversity which pre-date the College's current National Talent Strategy. Direct Entry to Inspector and Fast Track to Inspector and Superintendent were both external schemes which were paused, seen as not yielding the diverse pipelines expected and high attrition specifically in under-represented groups over time.

Fast Track to Inspector remains in place for internal candidates and is seen as an effective talent pathway. Since 2015, 467 officers have been successful, 43.5% female, 15.2% ethnic minority and 17% stating a disability – which is more representative than the Constable rank. Since 2020 the level of females applying through this process has seen a step change, with over half of those successful women (54%).

The Fast Track Inspector to Superintendent programme opens October 2023, with the first cohort at the national assessment centre in Feb/March 2024. More detailed analysis of the impact and benefits of this will need to be undertaken.

To support representation through progression, the College of Policing runs the 'Aspire Programme', a national course and follow-on programme of CPD events open to all Chief Inspectors, Superintendents and staff equivalent, from under-represented groups. This focuses on developing self-awareness and confidence and creating strong peer support groups. All delegates receive three executive coaching sessions.

Since 2019, 618 delegates have attended the course, with high representation from females and an increasing number of other under-represented groups. Data is not available on the breakdown of attendees. This will be collected going forward.

Mentoring support is also available through the 'Future Superintendents' and, moving forwards, will be incorporated into the 'Aspire' provision, which is now co-ordinated by the College of Policing. Data on attendees is not available.

Recommendation: The College of Policing to evaluate the impact of 'Aspire' and other mentoring / coaching programmes on progression.

The new Police 'Executive' Leadership Programme (PLP) was implemented in 2023. The first stage is a portfolio of evidence and then, if accepted, a development assessment centre (not pass/fail). Candidates progress through 3 learning modules which they must sequentially pass.

Of the 97 initial applicants, 77 applicants met the portfolio standard (73 officers / 4 staff). This is lower for police staff than previous years. Female representation was significantly lower for the new programme than for recent years of PNAC (24% compared to 30-56% in the last 5 years of PNAC). Pass rates at this stage were equal for males and females.

10 applicants were from ethnic minorities, 60% (6) were supported onto the programme compared to 81% for white applicants. The proportion of ethnic minority applicants is similar to the last 5 years of PNAC (6-9%).

Given that the process has changed comparisons are difficult at this stage. Based on the development centre alone 46.5% of applicants would have 'passed' based on the standard previously applied at PNAC, which is in line with previous years.

All candidates are now progressing through the 3 learning modules. The timeline for completion and pass rates will be monitored as part of the post-implementation evaluation. Officers at this stage can be temporarily promoted to a substantive Chief Officer and then confirmed in post subject to successful completion of the modules.

As at September 2023 there were 130 FTE ACC posts (including Commanders) across the 43 forces, with 3 vacant posts. 7 are temporary roles that will be removed over next 12 months). 14 ACCs are in post that are not subject to PLP and have not completed the SCC course. 36 ACCs are currently subject of the PLP. 38% of all ACCs are on temporary contracts.

6.3 Training and development

In relation to early-years training, the overall picture remains positive⁹² with more than 8 in 10 new officers satisfied with both their role as a police officer and the support they receive from their line manager. Since 2021 there has been a slight downward trend in both (85% satisfied with their role compared to 90% in 2021, satisfaction with the support they had received down from 88% in 2021 to 82% in 2023).

Almost 7 in 10 indicated that the role either met or exceeded their expectations prior to joining (71% down from 79% in 2021). When asked how satisfied new recruits were with their job as a police officer, more than 8 in 10 indicated that they were satisfied: 58% of recruits selected that they were 'fairly satisfied' and 27% that they were 'very satisfied'. Only 3% of recruits indicated that they were 'not at all satisfied' with their job.

Respondents reported job satisfaction was consistently high across a range of sub-groups. Satisfaction was highest amongst new officers who had served for less than 6 months, and lowest for officers aged over 40 and officers with more than 12 months' service.

There is higher satisfaction amongst new officers this year than last year, although lower than in 2021 (85% in comparison to 82% and 90% respectively). In 2021, satisfaction was

⁹² NPCC Onboarding Survey.

highest amongst new officers aged under 26 and, similarly to this year, lowest for officers aged over 40.

The role of supervisors is key to retention. More than 82% of new recruits were satisfied with the level of support they had received from their line manager, tutor constable and trainers in their force. Tutor constables generated the highest levels of satisfaction amongst new officers (89%).

In last year's *Assessment* we flagged the importance of tutors to retention. As part of the research through Uplift an evaluation of models for tutoring and good practice guide was developed. The perceptions of those young in service demonstrated through the Onboarding Survey show a correlation between the tutor ratio and a positive training experience. This trend is seen again in this year's survey. Over half of new officers reported being managed by a tutor on a one-to-one basis. Around a third were managed by a tutor who oversees at least two student officers, this is similar to previous years despite the much higher recruitment.

Conversations about professional development and personal wellbeing occurred much more frequently with tutor constables than with line managers. Around 7 in 10 new officers reported having at least a monthly conversation with their tutor constable about their professional development and personal wellbeing. About half of new officers were having these conversations at least monthly with their line manager. Both are up on previous years. Nearly 9 in 10 new officers felt confident discussing this with their line manager (86%) or tutor constable (88%).

7. Employee engagement and morale

This section builds on, but does not seek to replicate, previous sections and survey results that provide perceptions of the workforce.

7.1 Inclusion

Employees feel more valued and respected at work if they know their views are welcomed and there is an environment in which speaking up is a valued opportunity to learn and improve. Effective employee voice is important for wellbeing and motivation and can increase productivity and reduce workplace conflict and absenteeism.

Forces and staff associations undertake a range of surveys. There is no national workforce survey currently that can be used to track progress locally or nationally annually or as a pulse to understand sentiment. Those undertaken are focused on a specific cohort or thematic area.

A high proportion of new officers⁹³ felt respected, welcomed, treated fairly, and able to bring their whole self to work. When asked if they felt valued for the work that they do, most new officers were positive overall but less so than for other inclusion statements. Over half (60%) of new officers agreed that they feel valued, but a significant minority either disagreed (16%) or opted to neither agree nor disagree (23%).

The findings were very similar across all measured aspects of inclusion to those from 2022 and less positive than those from 2021. In particular, the proportion of new recruits agreeing with the statement '*I think that my force respects individual differences*' was 7 % this year compared to 86% in 2021.

Most new officers across all sub-groups agreed that they can bring their whole self to work without judgement. However, officers from minority ethnic backgrounds, female officers, officers with disabilities, officers over the age of 40, LGB officers, and those who had served for longer than 12 months at the time of the survey were all less likely to agree.

Overall, the proportion of new recruits agreeing that they can bring their whole self to work without judgement is high, although slightly lower than in 2021 (75% compared to 78%).

The Our Black Workforce insight work carried out in 2022 showed that 1 in 2 Black colleagues had experienced micro-aggressions, discrimination or harassment at work in the last 12 months. Incidents had a strong effect on feelings of worth and belonging and could have a considerable impact on attitudes towards a career in policing: 2 in 3 Black and Black Heritage police workers had considered leaving the police force and 40% stated that the reason for staying was to instigate change from within.

Incidents were often not acted upon and reporting of incidents was low. When reports were made, outcomes were dissatisfying and often led to the complainant being further ostracised. Over half of reported incidents were dealt with in a manner deemed dissatisfying.

⁹³ NPCC Onboarding Survey 2023.

Half of Black and Black Heritage police workers said that they chose to conceal aspects of their identity at work (for example, music taste or family heritage) and more than half of respondents did not know about Positive Action schemes available to support them at work.

Solutions-focused qualitative research undertaken nationally across senior leaders, first line leaders and Black colleagues highlights four priority areas for improvement: systems, leadership, education and management. This has been shared with forces to support their actions under the Police Race Action Plan. Wave 2 insight has just been completed with results being shared with forces in November 2023.

8. Appendices

Appendix A – Economic and labour market analysis

Source⁹⁴

Employment rate

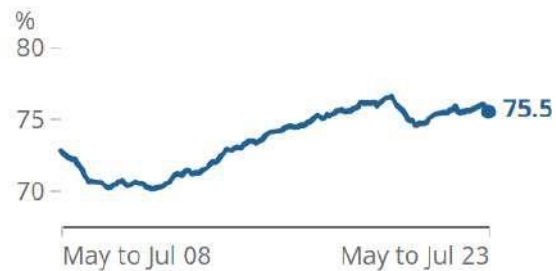
Employment rate (all aged 16 to 64)

Quarterly change: ▼-0.5pps

Since Dec-Feb 2020: ▼-1.1pps

The employment rate is down on the quarter but up on the year, and is still below pre-pandemic rates.

Source: LFS from ONS



Unemployment rate

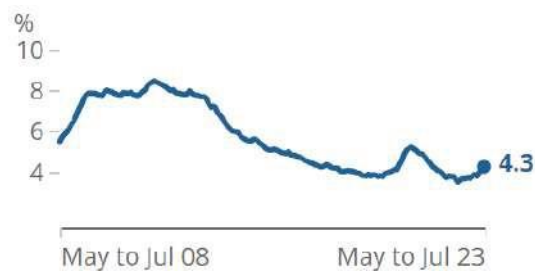
Unemployment rate (all aged 16+)

Quarterly change: ▲0.5pps

Since Dec-Feb 2020: ▲0.3pps

The unemployment rate is up on the quarter and on the year, and above pre-pandemic rates.

Source: LFS from ONS



Inactivity rate

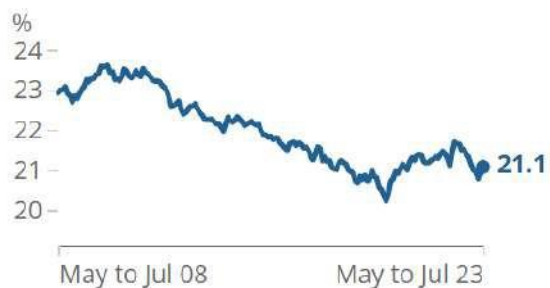
Economic inactivity rate (all aged 16 to 64)

Quarterly change: ▲0.1pps

Since Dec-Feb 2020: ▲0.9pps

The economic inactivity rate increased on the quarter but decreased on the year, and is still above pre-pandemic rates.

Source: LFS from ONS



⁹⁴ Office for National Statistics (ONS), *Labour market in the regions of the UK: September 2023*.

Job vacancies

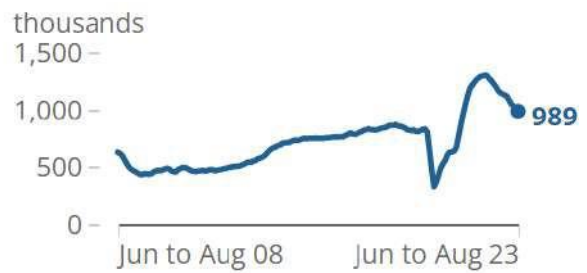
Number of job vacancies

Quarterly change: ▼ -64,000

Since Jan-Mar 2020: ▲ 188,000

Vacancies decreased on the quarter but are above pre-pandemic levels.

Source: Vacancy Survey from ONS



Nominal Earnings

Average Weekly Earnings annual growth rates - nominal pay

Annual growth in regular pay (excluding bonuses) is the same as the previous period and the highest seen since comparable records began in 2001

Source: MWSS from ONS

[Read more](#)



Real Earnings

Average Weekly Earnings annual growth rates - real pay (using CPIH)

As inflation has started to reduce, real annual growth rates have started to increase

Source: MWSS from ONS

[Read more](#)

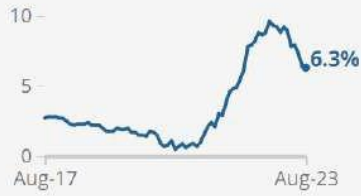


Source⁹⁵

⁹⁵ Source: <https://www.ons.gov.uk/economy/inflationandpriceindices/articles/costofliving/latestinsights>

Inflation continued to ease to 6.3% in August 2023

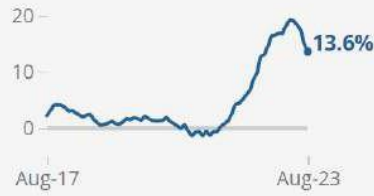
Consumer Prices Index including owner occupiers' housing costs (CPIH) annual inflation rates, UK



Source: Office for National Statistics

Inflation rate for food and non-alcoholic beverages continued to ease to 13.6% in August 2023

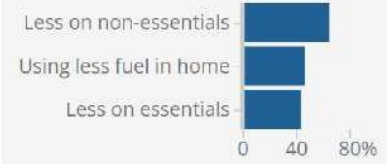
Food and non-alcoholic beverages annual CPIH inflation rates, UK



Source: Office for National Statistics

Around two-thirds of adults are spending less on non-essentials because of cost of living increases

Adults in Great Britain, 20 September to 1 October 2023



Source: Office for National Statistics

Appendix B – Police Objective Analysis (POA) Functions

1) Local Policing

- 1a Neighbourhood Policing
- 1b Incident (Response) Management
- 1c Specialist Community Liaison
- 1d Local Policing Command Team

2) Dealing with the Public

- 2a Front Desk
- 2b Central Communications Unit
- 2d Dealing with the Public Command Team

3) Criminal Justice Arrangements

- 3a Custody
- 3b Police doctors/nurses & surgeons
- 3e Criminal Justice
- 3f Police National Computer
- 3g Criminal Record Bureau (now called Disclosure and Barring Service (DBS))
- 3h Coroner Assistance
- 3i Fixed Penalty Schemes (Central Ticket Office)
- 3j Property Officer / Stores
- 3k Criminal Justice Arrangements Command Team

4) Road Policing

- 4a Traffic Units
- 4b Traffic wardens / Police Community Support Officers - Traffic
- 4c Vehicle Recovery
- 4d Casualty Reduction Partnership
- 4e Road policing Command Team

5) Operational Support

- 5a Operational Support Team
- 5b Air Operations
- 5c Mounted Police
- 5d Specialist Terrain
- 5e Dogs Section
- 5f Advanced Public Order
- 5g Airport & Ports Policing Unit
- 5h Firearms Unit
- 5i Civil Contingencies and Events

6) Intelligence

- 6a Intelligence Command Team
- 6b Intelligence Analysis / Threat Assessments
- 6c Intelligence Gathering

7) Investigations

- 7a Investigations Command Team
- 7b Major Investigation Unit
- 7c Economic Crime (including Regional Asset Recovery Team)
- 7d Specialist Investigation Units
- 7e Serious & Organised Crime Unit
- 7g Local Investigation/Prisoner Processing
- 7h Cyber Crime

13) Public Protection

13a Witness Protection (adult and child)

13c Protecting Vulnerable People

13d Joint teams

13e Public Protection Command Team and Support Overheads

8) Investigative Support

8a Scenes of Crime Officers

8b External Forensic

8c Fingerprint

8d Photographic Image Recovery

8e Other Forensic Services

8f Investigative Support Command Team

9) National Policing

9b Counter Terrorism / Special Branch

9c NPCC Projects / Initiatives

9d Hosting National Services

9e Other National Policing Requirements

10) Support Functions

10a Human Resources

10b Finance

10c Legal Services

10d Fleet Services

10e Estates / Central Building

10f Information Communication Technology

10g Professional Standards

10h Press and Media

10i Performance Review / Corporate Development

Appendix C – Constable Pay Scales

All officers now follow the same pay points irrespective of entry route. Pay progression happens for all Constables after each 12 months of service, provided that PCDA student officers must be deemed to be satisfactory at 12 months to progress and officers are subject to the Pay Progression Standard (PPS) after completing their probation. There are currently no variables. This is to be reviewed.

Appendix D – Census 2021 and force changes over time

High-level ethnic group	2011 population share	2021 population share	Percentage point change
White	86.0%	81.7%	-4.3
Black	3.3%	4.0%	+0.7
Asian	7.5%	9.3%	+1.7
Mixed	2.2%	2.9%	+0.7
Other	1.0%	2.1%	+1.1
TOTAL minority ethnic	14.0%	18.3%	+4.3

Chart 1: Proportion of population who identify as an ethnicity other than White, by PFA, 2011 to 2021

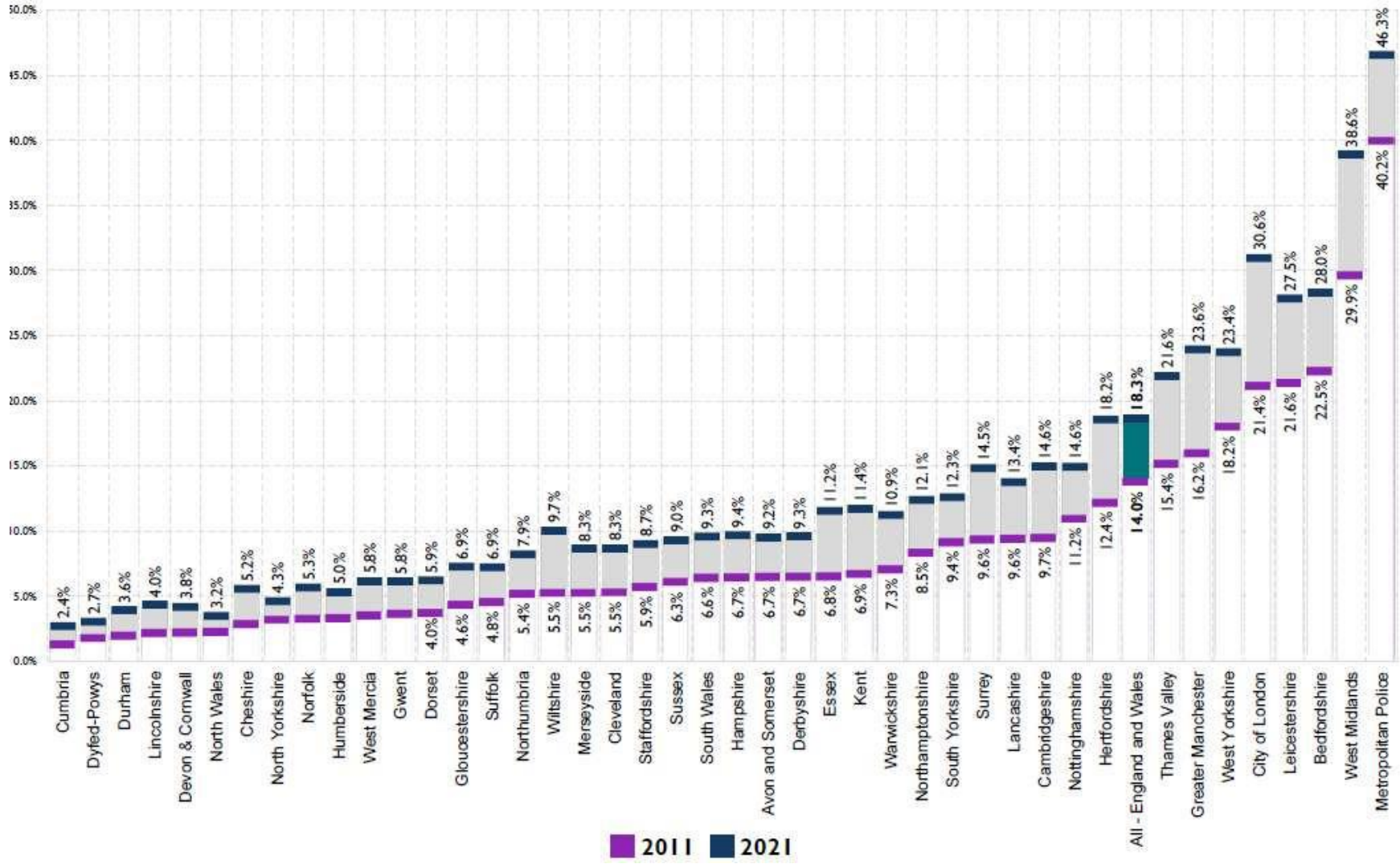
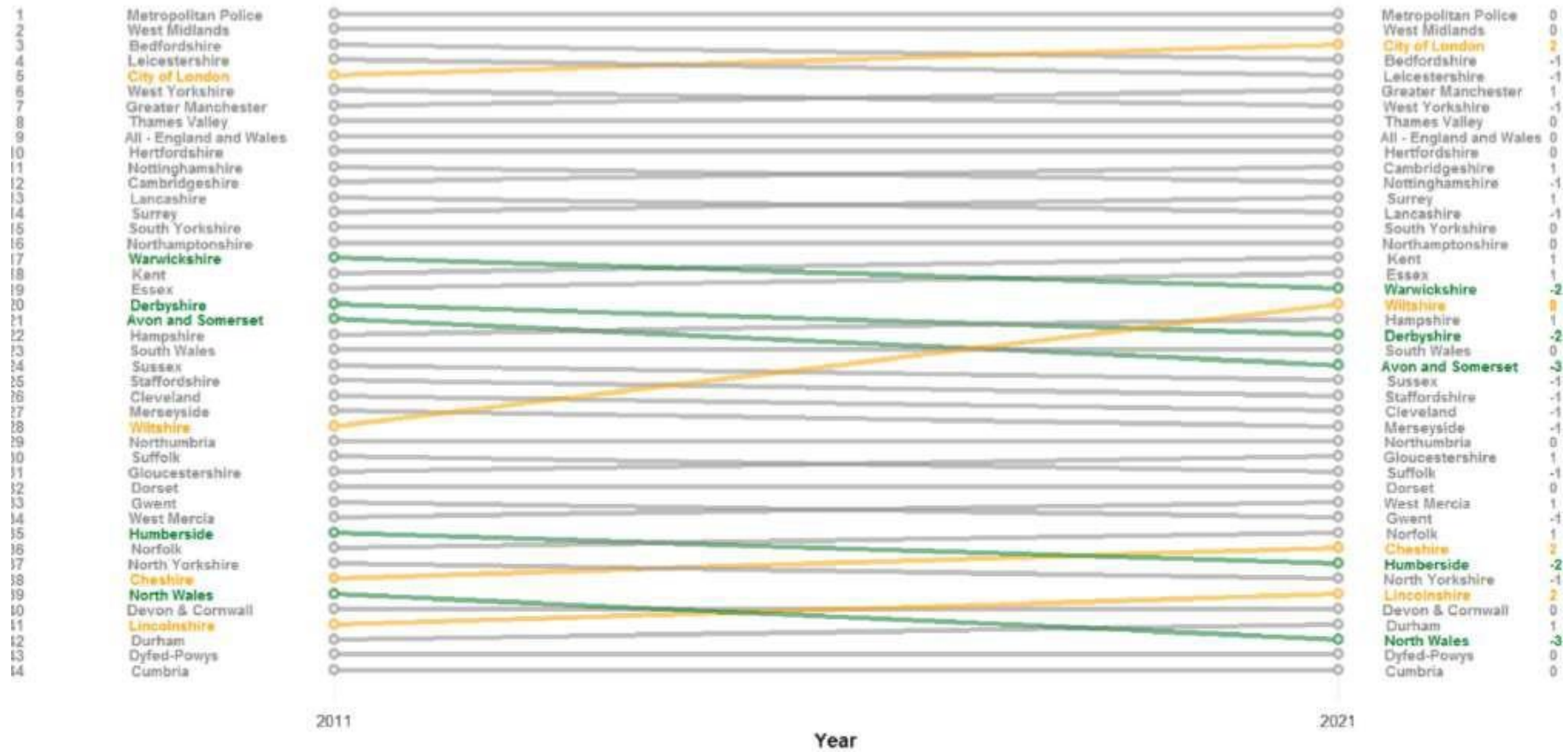


Chart 2: Most ethnically diverse PFAs by rank, 2011 and 2021



Appendix E – An external perspective



There is a multi-dimensional range of challenges currently facing the police service, which will have real implications for the police workforce. Leapwise has worked with HR professionals in the CIPD Police Forum and a number of forces across a broad range of strategic issues to explore these challenges, and outline priority areas on which it will be vital to focus.

The crime context

The crime picture can appear contradictory. The Crime Survey of England and Wales (CSEW) has shown a relatively consistent decline in the number of crimes over the last decade. In 2022/23 this was at its lowest level at just under 4.4 million crimes. This is a 22.5% decline on 2019/20, the most recent year for which comparable data is available. The key contributors to this trend have been declines in theft and violence offences.

Conversely, the levels of police-recorded crime have been increasing in recent years (partly as a result of changes in reporting and recording practices), and are now well above levels recorded by the CSEW. Overall police-recorded crime stood at 5,584,888 in 2022/23, some 30.9% above 2009/10 levels and 59.3% above 2013/14 levels. Contributing to this increase is a growth of 204% in recorded sexual offences between 2013/14 and 2022/23, and a 233% increase in total 'violence against the person' offences over the same period.

What is also clear is the growing burden of dealing with increasing crime complexity (notably around safeguarding and public protection), and growing non-crime demands elements of police demand. Cases of detention under the Mental Health Act increased by 36% between 2016/17 and 2021/22⁹⁶, and the number of missing persons incidents, which

⁹⁶ Home Office, 'Police powers and procedures: Other PACE powers, England and Wales, year ending 31 March 2022', 17 November 2022, <https://www.gov.uk/government/statistics/police-powers-and-procedures-other-pace-powers-england-and-wales-year-ending-31-march-2022>

increased by 65% between 2013/14 and 2019/20, has been estimated to cost the police around 3m investigation hours each year⁹⁷.

Investigating crime

The absolute number of charges issued each year has fallen significantly (by over 40% between 2009/10 and 2021/22) - although the charge rate rose marginally in 2022/23 to 5.7% (up from 5.5% the year before). HMICFRS has concluded that a combination of insufficient supervision, poor digital forensic capability and capacity, and inadequate capacity of investigators contributed to low charge rates for serious acquisitive crime and noted the “unacceptably low number of crimes that are solved following investigations”. No forces have currently been assessed by HMICFRS as outstanding in the way they investigate crime.⁹⁸ Concerns have been raised about the ability of forces to properly manage and investigate serious acquisitive crime (burglary, robbery and theft). The Police Uplift Programme has delivered an increase in officers undertaking investigative roles, with 2,376 additional officers working in investigations in 2022/23 compared to 2018/19, and the number of charges per officer increased to 2.7 in 2022/23, from 2.6 a year earlier. It is to be hoped that this would increase still further as the new cohort gains maturity.

Victim attrition is exacerbated by officers having to work with a criminal justice system which is creaking at the seams. There are unprecedented Crown Court backlogs; the Chair of the Criminal Bar Association noted in June 2023⁹⁹ that rape cases currently in the backlog were up 289% in 4 years (2,210); other sexual offences in the backlog were up 191% in 4 years (8741); and that 341 sexual offence trials were “ineffective” in the first quarter of 2023 (representing a 417% rise of similarly ineffective sexual offence trials compared to 2019). This picture is further compounded by unmanageable probation caseloads, and overcrowded prisons. The new legal presumption that offenders facing jail sentences of under 12 months will instead be “punished” in the community by doing unpaid work will also make it more difficult for police to manage demand.

Public confidence in the police is increasingly fragile

In a survey carried out between October 2022 and September 2023, 52% of respondents said they had either not very much or no confidence at all in the police to deal with crime,

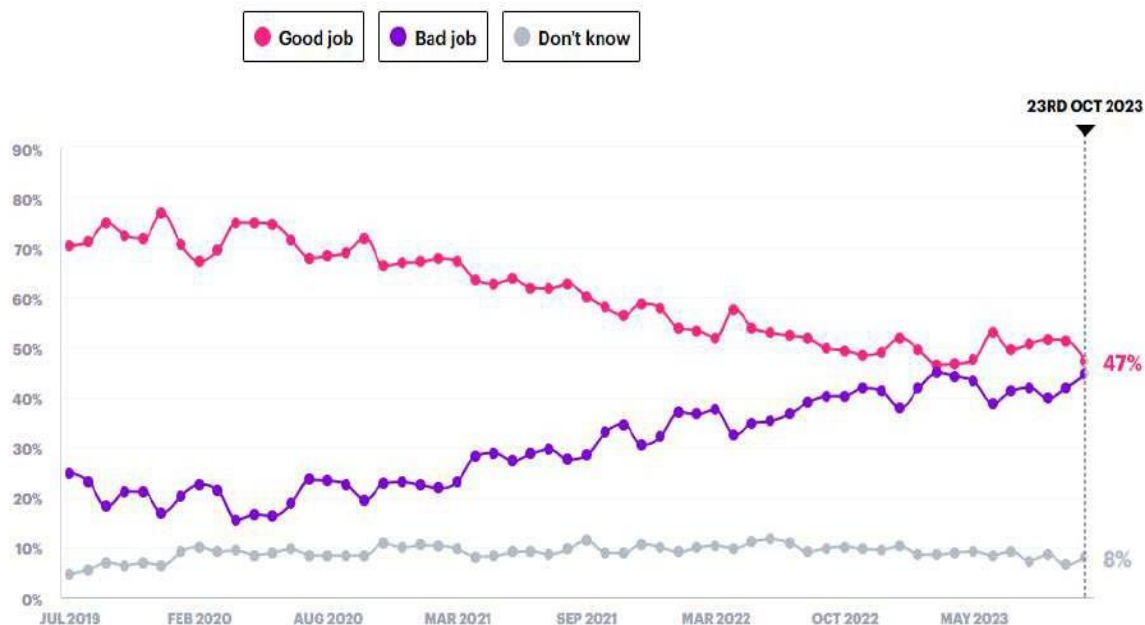
⁹⁷ The Police Foundation, A New Mode of Protection: Redesigning policing and public safety for the 21st century, March 2022, p. 36, www.policingreview.org.uk/wp-content/uploads/srpew_final_report.pdf

⁹⁸ <https://hmicfrs.justiceinspectorates.gov.uk/publication-html/police-performance-getting-a-grip>

⁹⁹

<https://committees.parliament.uk/writtenevidence/126442/pdf/#:~:text=Multi%2Dfaceted%20reasons%20of%20delays&text=The%20reason%20RASSO%20cases%20are,evidence%20to%20the%20select%20committee>

compared to 48% in the previous 12-month period. Similarly, in a different survey, averaged figures over the same period showed that only half of respondents felt the police were doing a good job compared to 60% a year earlier. (Perhaps more worrying is the hardening of opinion around those who think the police are doing a bad job.)



A bleak spending outlook

Against an inflationary backdrop, expenditure in non-protected departments (including the Home Office) is forecast to fall in real terms under the fiscal plans of both Labour and the Conservatives.

Police reserves have dwindled since the last wave of austerity in 2010, so savings initiatives are back on the agenda. Leapwise's recent survey of HR Leaders showed four in five forces in England and Wales have conducted or are planning some form of force review - typically focused on driving efficiency or productivity.

Force reviews frequently identify the 'rock and hard place' of having to make significant cashable savings in the near term, while recognising that merely making savings will not be genuinely transformational in service delivery or allow for investment to deliver future service improvements or leaner operating models (such as harnessing the potential of AI or automation). Collaborative arrangements are often fragile and delivery is more complex - which can place even existing arrangements under pressure, never mind expanding collaboration to deliver efficiencies at a multi-force level.

What does this mean for the police workforce?

Every force faces its own unique set of challenges, and there is no 'one size fits all' range of solutions. Our sessions with HR leaders across policing identified six major areas that will require significant leadership focus in the coming years:

- **Maintaining Uplift officer numbers is changing the composition of the workforce, and will reinforce efforts on retention.** Forces must maintain officer numbers or face significant financial penalties, which means that most are seeking to make savings from staff functions and contracted spend. One perverse consequence is so-called 'reverse civilianisation': the NAO noted that this was incentivising forces "to replace cheaper staff - who often have specialist skills - with more expensive warranted officers".
- It also means that retention is a top priority for many forces. There is no room for complacency: attrition is always highest in the early years of police service, and last year's mid-service resignations (at 4,575) exceeded end of service exits for the first time ever. Policing will need to continue to explore ways of building a more flexible and inclusive workforce, recognising that Police Regulations can stifle innovative developments.
- **Robust workforce data is priceless.** Understanding the interconnected nature of different data sets (eg on wellbeing, sickness absence, vetting, learning and development, protected characteristics, motivation and retention) will help forces plan holistic workforce strategies. The data sets (many of which were developed through the Uplift Programme) are also vital at a national level to inform national strategies (such as Oscar Kilo and implementing the Police Covenant), as well as pay interventions.
- **Equipping front line leaders has never been more important.** In the short term, new officers can be a drain on the productivity of more senior colleagues. Training abstractions are complex to manage in terms of providing a joined up service to the public, and need careful handling to maintain operational effectiveness. The 'young in service' workforce that Uplift has created is well documented, but the Police Remuneration Review Body's observation that some officers became supervising sergeants after only two years of service should be of equal concern.
- **Prevention and demand management are increasingly important.** While demand on policing is high, forces are mobilising to better manage demand in a range of ways. This includes ensuring demands that are better dealt with by other agencies are dealt with accordingly, such as the Right Care Right Person initiative pioneered by Humberside Police. It includes effective 'channel shift' to ensure that emergency response is reserved for urgent issues. But it also includes effective crime prevention, with forces such as Hertfordshire and Merseyside basing their strategies and plans increasingly around effort to prevent crime and harm. There is growing

evidence on 'What Works', and better capture of promising initiatives from initiatives such as the new College of Policing Practice Bank. The broader ecosystem of knowledge is growing from linked initiatives such as the Open University's Centre for Policing Research and Learning.

- **Public-facing operational prevention initiatives should be matched by a relentless focus on driving out inefficiency and reducing bureaucracy.** *This should be a pan-organisational effort and efficiency and time gains can both allow additional time for frontline officers to get the job right first time, and relieve known hindrance stressors (such as cumbersome and bureaucratic internal processes requiring multiple sign-offs).*
- **Strategic workforce planning is vital at both national and local levels.** *HR leaders considered that this was their most significant issue as they supported their forces to deliver large-scale change, while maintaining and improving operational and service delivery (while at the same time often having to deliver cost savings to meet reduced budgets).*

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Chief Constables Council

(07/12/23)

A large, light blue, stylized graphic of a crown is positioned on the left side of the slide. It features a cross at the top and a scalloped edge, resembling a traditional British crown.

Nick John
NPCC Leadership Portfolio Lead

07th December 2023

Leadership Portfolio

Areas for Update

- Portfolio Priorities
- Strengths and Weaknesses of the Current Position
- Executive Leaders Programme Hot De-Brief

Leadership Portfolio

Portfolio Priorities

- Understanding the approach to Leadership across policing
- Working in partnership with College of Policing regarding implementation of standards
- Voice of the NPCC and policing
- Future scoping of service provision and gaps
- Developing a national network of leads & contacts

Leadership Portfolio

Strengths and Weaknesses of the Current Position

- Consistency in approach to 5 Stages
- HMICFRS Thematic Inspection
- Focus on all policing roles?
- State of Policing Report
- Executive Leadership Programme

Leadership Portfolio

Executive Leaders Programme Hot De-Brief

- Programme so far – Cohort 1 & first 3 modules
- Assessment process & cohort concern
- Inconsistent in support & approach
- Review in January by the CoP