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Chief Constables' Council Minutes

4-5 December 2024

Attendees

- | | |
|--------------------------|--------------------|
| AC Gavin Stephens | NPCC Chair |
| CC Sara Crew | Avon and Somerset |
| CC Trevor Rodenhurst | Bedfordshire |
| CC Nick Dean | Cambridgeshire |
| CC Mark Roberts | Cheshire |
| Cmsr Pete O'Doherty | City of London |
| CC Mark Webster | Cleveland |
| CC Rob Carden | Cumbria |
| DCC Jim Colwill | Devon and Cornwall |
| CC Amanda Pearson | Dorset |
| CC Rachel Bacon | Durham |
| CC Dr Richard Lewis | Dyfed-Powys |
| CC Ben-Julian Harrington | Essex |

CC Maggie Blyth
CC Stephen Watson
CC Mark Hobrough
CC Scott Chilton
CC Charlie Hall
CC Judi Heaton
CC Tim Smith
DCC Sam MacKenzie
CC Rob Nixon
CC Paul Gibson
CC Serena Kennedy
Sir Mark Rowley
AC Matt Jukes
AC Laurence Taylor
AC Matt Twist
AC Pippa Mills
Cmsr Mark Rowley
CC Amanda Blakeman
CC Paul Sanford
CC Ivan Balhatchet
CC Kate Meynell
CC Vanessa Jardine
CC Tim Forber
CC Jo Farrell
ACC Melanie Jones
T/DCC Chris Todd
CC James Vaughan
CC Lauren Poultney
CC Chris Noble
CC Rachel Kearton
CC Tim De Meyer
CC Jo Shiner
CC Jason Hogg
CC Alex Franklin-Smith
T/CC Richard Cooper
CC Craig Guildford
CC John Robins
CC Catherine Roper
CC Lucy D'Orsi
DCC Rachel Etebar
CC Simon Chesterman
CEO Andy Marsh
Tom Harding
Rachel Tuffin
S23(1)
Rob Jones
Alex Murray

Gloucestershire
Greater Manchester
Gwent
Hampshire
Hertfordshire
Humberside
Kent
Lancashire
Leicestershire
Lincolnshire
Merseyside
Metropolitan Police Service
Metropolitan Police Service
Metropolitan Police Service
Metropolitan Police Service
Metropolitan Police Service
Metropolitan Police Service
North Wales
Norfolk Constabulary
Northamptonshire
Nottinghamshire
Northumbria
North Yorkshire
Police Scotland
Police Service for Northern Ireland
Police Service for Northern Ireland
South Wales
South Yorkshire
Staffordshire
Suffolk
Surrey
Sussex
Thames Valley
Warwickshire
West Mercia
West Midlands
West Yorkshire
Wiltshire
British Transport Police
British Transport Police
Civil Nuclear Constabulary
College of Policing
College of Policing
College of Policing
S23(1)
S23(1)
S23(1)

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

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

In attendance

S40(2)

Louisa Rolfe

S40(2)

DAC Vicki Evans

S40(2)

S40(2)

S40(2)

S40(2)

DCC Ian Critchley

S40(2)

DAC Alison Heydari

S40(2)

S40(2)

Professor Paul Taylor

S40(2)

ACC Mark Williams

Gemma Stannard

S40(2)

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No 10

NPCC Police Reform

NPCC Police Reform

Metropolitan Police Service

HMICFRS

HMICFRS

Police Digital Service (PDS)

West Midlands Police

NPCC Lead for Tackling Organised Exploitation

NPCC Serious and Organised Crime Lead

NPCC Police Race Action Plan (PRAP) Lead

Police Race Action Plan

Digital, Data and Technology Coordination Committee

NPCC Chief Scientific Officer Policing

CEO BlueLight Commercial

NPoCC

NPCC Strategic Hub Lead

NPCC Head of Organisational Development and Change

NPCC Business and Chiefs' Council Manager

NPCC Staff Officer to NPCC Chair

NPCC Business Support Assistant

NPCC Business Support Officer

NPCC Business Support Officer

NPCC Business Support Assistant

NPCC

NPCC Executive Assistant to NPCC Chair

SESSION 1:

MINUTES AND ACTIONS FROM PREVIOUS MEETING

The minutes for the previous meetings held were agreed:

Decision: September 2024 Minutes – Agreed

Action Log

All actions completed.

Parish Notices

The Chair welcomed visitors to the Chief Constables' Council (CCC).

The following new appointments were mentioned at the meeting:

- Pete O'Doherty has been appointed as Commissioner of the City of London Police
- Alex Franklin-Smith has been appointed as Acting Chief Constable of Warwickshire Police
- Maggie Blyth has been appointed as Acting Chief Constable of Gloucestershire Police
- Mark Hobrough has been appointed as Chief Constable of Gwent Police
- Damien Kitchen has been appointed as Chief of Police and Head of Law Enforcement for the Bailiwick of Guernsey
- Louisa Rolfe has been appointed as NPCC SRO for Police Reform with Martin Tunstall and Ian Drysdale as part of her team
- Ben-Julian Harrington has been appointed as Chair of the NPCC Operations Committee.

The following departures were mentioned at the meeting:

- Debbie Tedds, formerly Chief Constable of Warwickshire Police, has retired but will still be doing some work for the College of Policing and has joined the Police Arboretum Memorial Trust as a Trustee
- Charlie Hall will retire as Chief Constable of Hertfordshire after this CCC
- CC Chris Haward will leave his role as NPCC National SOC Lead and retire from Policing in January 2025

The Chair made a request for the Chief Constable to consider joining the Police Digital Services (PDS) Board to fill the vacant space for a CC.

Chair's Update

All Chief Officers' Day

The Chair mentioned two Chief Officer CPD days scheduled for 2025, 12 June and 16 October. He asked the meeting for honest feedback on their subjects and usefulness, as attendance at previous ones was sparse and this will inform a decision whether to continue with them.

Decision: Chiefs agreed to support the continuation of chief officer days and to raise awareness of these events with their respective chief officers for attendance at future events.

Confidentiality of NPCC Information

The Chair reminded the attendees of importance and need for sensitivity and confidentiality with these meetings and the issues discussed.

Future Chief Constables' Councils (CCCs) and PCC & Chiefs Day

The Chair highlighted the CCCs for the next year as follows:

- 19 and 20 March 2025. In addition, there will be an all Police and Crime Commissioners and Chief Constables Meeting on 18 March 2025. The Police Sports Awards will also be held on the evening of 19 March 2025.
- 9 and 10 July. This will coincide with the Police Bravery Awards
- 17 and 18 September
- 3 and 4 December

APCC/NPCC Summit

Following the APCC/NPCC Summit in November, the Chair detailed that it was the best attended Summit in 10 years and asked for continued feedback that will be considered as the planning for 2025's event has already commenced.

Decision: Chiefs were encouraged to attend the next APCC and NPCC Summit by providing a rep to make sure each force is represented at the national event.

Aviation Business Case

The CEO of Blue Light Commercial stated that the procurement process for new aircraft has concluded and the business case for the purchase of new aircraft will go to the HM Treasury Board in January 2025. They will also be asking the board for agreement for them to enter into a Framework Agreement. In addition, the CC Chair of NPAS clarified that the request must be for 10 helicopters as a minimum.

Decision: Chiefs supported Bluelight commercial looking for agreement in principle for capital purchase for aircraft by January 25.

Current Operational Demands

National Gold Coordination:

Public Communications Relating to High Profile Cases

The Chair detailed that he and other colleagues had had discussions with the Law Commission over the review of the Contempt of Court laws. Also discussed was the conflict created by the need for transparency versus the misinformation and disinformation that follows the release of information and how this affects the public perception of and confidence in policing. He stated that, at present, the public viewpoint is still relatively balanced with most of the mis/disinformation being fueled by social media and not mainstream media. The Chair then handed over to the lead for further information.

The lead explained that there have been discussions with the CPS, the Judiciary and Law Commission to push the boundaries of the Contempt of Court Laws but reported that other parts of the Criminal Justice System are not supportive of this and have concerns of the cumulative effect that this might cause on public confidence. The lead then stated that a lot of work has been done, and they will be putting a substantive update into the Law Commission with views on how to manage this issue as it will be an ongoing one.

Chiefs added to the discussion by stating that as criminal justice partners are in a different space to policing, it makes it difficult for them to understand the impact communications have on policing. This means that, at times, there must be protracted discussions and major pieces of work undertaken in policing in order to release a small but significant piece of information. The chiefs also detailed that there is a great lack of understanding, both nationally and internationally, in how much work policing have to do to deal with rumors, misinformation, disinformation, fake news and building relationships with journalists.

Decision: National Gold Coordination - Chiefs noted the update and the NPCC Chair agreed to circulate a update being sent to the Home Office to all chiefs in the near future - public communications relating to high profile cases.

Op Olympus/Costs for Enquiries

The Chair stated that the Op is now at Phase 7 with closing submissions due on 16 and 17 December. The enquiry will retire to consider its final report that it is estimated will be published in Spring 2025. He also stated Phase One of the criminal investigations will focus on individual suspects and that it is expected the number of these will rise significantly beyond the current suspects. He further stated that Phase Two will look at whether there was a wider conspiracy to pervert the course of justice.

In addition, Project Phoenix, which was the internal Post Office Investigation, will hand over relevant material and evidence to the police, which will entail the regional teams scaling up significantly and result in the need to recruit more investigators.

An online media briefing will be held with key journalists to provide an update on progress and next steps, and online events will be held with key stakeholders. Furthermore, a website is being set up detailing resources for potential victims and there has been a letter sent to the PCCs about victim support.

A Chief Officer made the point that there is a need to engage with the Government to get them to properly fund this and other enquiries and not have the NPCC deal with it by means of a special grant, as is currently the case.

This brought further general discussion about funding for enquiries. A Chief Officer stated that there are a further six large cases and an approximate total of 25 that would warrant a special grant from the Government and detailed the plan to have a consistent discussion with the Home Office about risks and costs with each enquiry being treated equally. They then continued to explain that there is a wider issue about UK Policing being able to resource and address these large enquiries without having to go through the minimum every time.

In response, the Chair of the NPCC Finance Committee stated that this will be discussed in the Finance Update, which is on the agenda for tomorrow, but agreed that it would be helpful to have an alternate response ready for these enquiries that do not rely on NRE and a quicker stand-up time.

Following on, the Chair gave information as to the costs involved in the current Undercover Policing Inquiry (UCPI) following an exchange of letters; the letters can be viewed.

The lead then provided an update on the progress of UCPI and stated that it is likely to run until 2028 due to the amount of work involved. As a result, there is work ongoing to revise the original letter sent in 2022 and make a case about the value of UCPI due to the lack of recommendations arising from it.

Decision: Chiefs noted the update. The public inquiry is at the final stages with phase 7 closing on 13 November and this focused on lessons learnt and current practice – closing submissions were due on 16 and 17 December. The inquiry will then retire to complete the final report. The publication date of the final report date, whilst not confirmed, was estimated to be around spring 2025. A copy of the final report will be circulated to all chiefs.

Continuous Integrity Screening Process

The lead provided an update on this since the historic data wash that took place 12 months ago and the need to have a single solution for this. They added that the Gold Group has been reestablished, and a pilot force has been identified to run pilot data in April 2025, although there are a number of forces interested when the process moves to the Discovery Phase.

The lead hoped that a product will be available by September 2025 but this is dependent on HR data quality. Therefore, letters have been sent out and, with the support of the NPCC Workforce Committee, they highlight the need to standardise HR data in line with the 10 resource type standards by January 2025. They also made a further request for forces to improve data relating to Contractors, as this is a risk.

Finally, it was stated that the PND lead would be writing to each force regarding the PND data uploads and the associated risks.

A question was asked about whether there would be a requirement to run another data wash, and the reply was that, due to the high cost of the previous one, it was hoped that it would not be necessary and the money could be used to develop the Continuous Integrity Screening Process. However, this is under review with the Policing Minister.

Decision: Chiefs noted the update. Next update would be at the March 25 CCC meeting.

Op Navette

The lead gave thanks for the ongoing work and asked for the debriefs to continue so that the learning becomes embedded.

He then explained that the HMICFRS review was in two parts: Phase One around capacity, capability, the ability to mobilise, how policing responded, and the well-being and resilience of officers and Phase Two will be around intelligence, social media and disinformation and investigations. He stated that responses have been sent to the government within the deadline, and we now await the response.

He also highlighted that the Home Affairs Select Committee (HASC) has contacted the NPCC and there will be two appearances before them, one in December and one in January 2025, and stressed the need for a unified approach in responses from the forces involved.

A Chief Constable commented that the National Cohesion Strategy will not be ready until the end of 2025, meaning that there is not clear ownership, development or a change to the base circumstances that led to the events. Therefore, there is a need to push local authorities to try and make a difference to some of these communities.

A Chief Constable asked about the funding for Op Navette and it was explained that the Finance Committee is waiting for two forces to complete their returns before a claim is submitted to the Home Office who will then decide what to reimburse depending on the total amount. The NPCC Chair stated that should anything other than 100% reimbursement be offered, the NPCC will escalate as a commitment was originally given by the Treasury that all costs would be covered.

The Chief Officer then made the point that Op Navette was the first time that a national Mutual Aid response was tested and remarked that, overall, the response was excellent. However, they asked Chiefs to ensure that there is enough adequately trained people in the pipeline to continue this and to ask their Bronze Commanders in Ops to ensure they know what the regional picture is.

Decision: Chiefs noted the update and next steps.

International Portfolio (IPAS) Update

The NPCC Chair for International Coordination Committee referred to a paper that was submitted as part of the pack for this council but updated that 17 forces are now signed up to do international work and there are another 13 agreements with forces due to the Home Office's new process requiring forces to be signed up in order to receive payment for international work.

She outlined that the choice to do international work is entirely up to the individual force's Chief Constables but highlighted the benefits to the countries and officers involved, who grow, develop leadership and engagement skills and become better leaders, which is of benefit to their careers.

With reference to the Home Office Financial review, she stated that she will give a brief update at the next CCC to aid forces with finances as International Work entails a 100% cost recovery.

To conclude, the Chair mentioned that they had been involved in early-stage discussions with the Government, as it is focused on the economic growth of the country and wants policing to be involved, that included an invitation to the Joint Security and Resilience Centre (JSARC) to look at how policing can contribute to this and the identification of opportunities.

In response, the NPCC Chair stated that time should be given at the March CCC to discuss the International Portfolio, the setting with the Government, resetting of a lot of the international relationships and potential opportunities.

Decision: Chiefs noted the update and the following next steps:

1. International Police Assistance Service (IPAS) update.
2. Review of IPAS took place in June 2024 with findings still under consideration.
3. IPAS working on the development of a country prioritisation plan.
4. A network of International Strategic Leads (ISL) created across all UK Forces. Quarterly meetings held to discuss international issues that impact directly on UK policing.

Op **S31******

The NPCC Chair mentioned this Op that is concerned with Drones and will try and get one of the team from MDP to dial in and give an update on the current position.

NPIOU New Civil Proceedings – UCPI

Decision: Chiefs supported the proposed approach which follows that of previous claims – DLS acts on behalf of MPS and NPCC. Internal costs legal costs will be covered by MPS, however, any other costs arising from successful claim will be apportioned to forces inline with funding formula as NPIOU was a national unit.

Regional Papers

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

Action for all submission authors - Authors to liaise to regions on their respective feedback from chiefs gathered as per the regional process on the papers.

Police Pensions Futures

Next steps were discussed, which are how the decision fits in a case study into the broader discussions of what sits in the middle of policing so as to mitigate risk at implementation and then refine the business

case based on its feedback. The probability will be that it fits with the NPCC Hub. However, the NPCC chair mentioned that the NPCC Audit and Assurance Board have voiced concerns about the NPCC Hub taking on additional risk when they are not a legal entity, particularly when there is reluctance from forces to host new processes.

Decision: Overall Option 3 (move to a single scheme manager function) supported

New National Policing Culture and Inclusion Strategy 2025-2030

As mentioned in the decision, further clarity was provided as follows:

- This is a new strategy, joined with the College of Policing, that focuses more broadly on culture and inclusion and will help the evidence on how policing is tackling culture for the many enquiries policing faces.
- It is a simplified plan compared to the previous one that will attempt to embed data quality and standards so there is a clear evidence base.
- It that has an internal and external focus on how we treat each other and how that links to how we treat the public.
- It is supported by a self-assessment framework that can be tailored to each force's individual needs and approach and will not be a league table.
- It does not duplicate the work of the Police Race Action Plan (PRAP)
- Peer support will be available through the NPCC Diversity, Equality and Inclusion (DEI) Committee and through colleagues at the College of Policing.

Decision: Chiefs overall supported the implementation of the strategy.

Session 2 – NPCC Digital, Data and Technology (DDaT) Coordination Committee

The DDaT session provided updates across two sectors, covering ESN/ESMCP and Police Digital Service (PDS) developments. The DDaT Coordination Committee (DDaTCC) Chair introduced the session and speakers before moving onto a committee overview.

DDaTCC

The Chair confirmed that the committee continued to challenge three underperforming national programmes (PND 1.5, MAPS and Digital Forensics) on behalf of policing.

The Committee has worked with APCC and the NPCC Finance Committee at the Charges Oversight Board (COB) to trim £19m from the request for national services and £18m Home Office relief for the dual running of LEDS and PNC. A paper has been prepared for the Live Services Board and will be brought to Council in March.

The National Prioritisation Model is ready to be shared and will be brought to Council in March. It is about identifying policing priorities and being more prescriptive when tasking private sector companies with development.

In person and online workshops have taken place in relation to a refresh of the National 2030 Digital Strategy to identify more tangible priorities. The Chair thanked Chiefs for their support and confirmed that the results would be presented at Council in March.

The Chair welcomed the contents of Rick Muir's Police Foundation reform paper and confirmed that a response had been prepared.

Concerns have been raised about hosting proposals for the National Data and Analytics Office which contradicts the DLRS Strategy to transition the control and management of national systems from the Home Office to the policing sector. The Project Initiation Document (PID) will be presented in January and an update will be provided at Council in March.

ESN/ESMCP Update

The NPCC ESN Lead drew members attention to the circulated paper which provided a brief history of ESN.

The ESN team supports the SRO, Programme Director and Home Office team whilst being appropriately challenging. An Integrated Programme Plan is anticipated in Spring which will contain details about next steps.

The ESN team has worked on the programme to estimate regional requirements for the next financial year. Concerns raised by the Chiefs in relation to resourcing were acknowledged and the Lead confirmed that further detail would be provided following publication of the Integrated Programme Plan. Members noted that the NPCC ESN team would absorb as much work as possible. The Lead reiterated the importance of resourcing to ensure the unique requirements of each region and force were represented.

Chiefs were asked to contact the Lead if they wished to join the ESN Reference Group.

The Lead and Coordinator confirmed that they would attend regional meetings upon request to discuss the Integrated Programme Plan following publication. Members noted that individual force visits by the Coordinator and team would also be available.

The ESN Coordinator provided a brief overview of the NPCC ESN and Airwave Team (NEAT) and outlined the team's priorities in relation to confidence and coverage. The Mobile Service Contract was signed at the end of November, and it is anticipated that the User Service Contract will be signed during the second

week of December. Expected delivery timescales for the first iteration and full Programme Plan were outlined and members noted that the team were working hard to clarify governance arrangements and capture evidence in relation to decision making.

The Coordinator highlighted the challenge with Airwave in relation to “super normal profits” and the cap from the Competition and Marketing Authority which is going through court. Members noted that the ESN team were working hard to maintain a good relationship with Airwave and Motorola until the switch-off date in December 2029.

A question was raised in relation to resourcing recommendations in the paper. The lead clarified that the current position varied across regions and asked the Chiefs to look at what was in place in their force prior to publication of the Programme Plan.

Decision: Chiefs agreed to invest in a programme manager and an integration/business change lead in each region during FY 25/26 to assist with scoping and planning the additional resource and work required in the following financial years. (2) Chiefs agreed to ensure they are content the views arising from CCC and ESMCP Chief Constables Reference Group are being appropriately represented at Gold Group.

Decision: Regional leads to be provided with a checklist in relation to resourcing.

Police Digital Services (PDS) Developments

The Interim CEO for PDS briefly outlined his background and apologised for the organisation’s past performance. Members noted that PDS was making improvements, and that the CEO was visiting forces to speak to DDaT leads about their concerns.

The CEO highlighted the organisation’s mission to rebuild trust and confidence through competence and outlined some of the good work carried out by PDS teams which had not previously been shared.

PDS will continue to innovate, build and run but more focus will be applied to running the things that make a difference for policing. The organisation will ensure that anything that is put into the system either apprehends criminals, prevents crime or makes communities safer. Commissioning into PDS has been ad-hoc and moving forward DDaTCC will be the primary commissioning agent for all work into the organisation.

Feedback received around the PDS assurance and Secured by Design processes was highlighted together with the organisations willingness to make improvements based on risk appetite. PDS will start defining Service Level Agreements to build healthy bureaucracy into the system to ensure unsuitable ideas are not pursued and good ideas are accelerated.

PDS is governed by the Cyber Strategy and the Policing Digital Strategy and can be commissioned by DDaTCC, the Home Office and APCC. The CEO advised that changes were being made to the governance structure to ensure that PDS is held to account for delivery.

The CEO reiterated his commitment to improve service delivery and rebuild trust and confidence by raising awareness about the support PDS teams can provide to forces. Chiefs were invited to contact the CEO if they wished to join the PDS Board to help maintain the correct levels of constitution.

Chiefs appreciated the way the CEO approached his presentation and welcomed his offer to speak at regional meetings.

The CEO advised that PDS had previously evolved naturally in the absence of a growth plan. Members noted that a restructure was underway to improve the organisation’s effectiveness.

Discussion took place around how coordination committees could support the new PDS commissioning

process. Committee Chairs were asked to consolidate and filter all technical requests from within their committees to prevent submission via individual leads. The DDaTCC Chair assured committees that it would not be a bureaucratic process and requested feedback on the newly drafted prioritisation model which includes a scoring matrix. A workshop has taken place with DDaTCC to identify options for strengthening the commissioning model to make PDS more accountable to DDaTCC. The CEO assured members that PDS would continue to deliver during the restructure.

The Chief Scientific Advisor assured committees that he would be working with DDaTCC and the Science and Innovation Committee to ensure committee submissions in relation to the Problem Book and innovation requirements were connected.

The NPCC Chair welcomed the reengagement of PDS with Council and highlighted the importance of supporting Police Reform by providing clarity in relation to future technological requirements.

Decision: Chiefs noted the update and welcomed the outlined next steps to drive forward positive changes required for the continue working of PDS. Chiefs supported the approach for all commissioning to go through NPCC DDaTCC before work/implementation through PDS - this would allow greater oversight and alignment.

Decision: Chiefs supported consolidation of all technical projects into once place for DDaTCC commissioning board to access all requests to go through scoring matrix through future proposed model.

Decision: Presentation at Council in July to explain different systems and provide clarity around current delivery and innovation opportunities.

Session 3 – Her Majesty’s Inspectorate of Constabulary (HMICFRS) – PEEL Inspections

HM Chief Inspector highlighted the key points of his bring and gave the following update:

- Highlighted the importance of data as an evidence source for assessment and the need for this to be accurate and of a high standard. Data is graded in three ways, as below:
 - a) Gold – Official statistics like Home Office or ONS datasets. Standardised and consistent across all forces.
 - b) Silver – Data collected from forces by HMICFRS. This tends to fill gaps where no official statistics exist for data to support inspections.
 - c) Bronze – Data collected during fieldwork.

The HMI and PEEL Portfolio Director provided an overview of what was to be discussed, and gave the following update:

National PEEL Themes 2023/25

Highlighted positive themes and areas for improvement from previous National Inspections. This included updates in the following areas:

- a) Prevention and deterrence
- b) Responding to the public
- c) CDI
- d) Police Powers
- e) Investigations
- f) Vulnerability
- g) Managing suspects and offenders
- h) Workforce
- i) Leadership and force management
- Themes focused particularly around the use of data, training and

PEEL judgment grade analysis

- Highlighted that more graded awarded this cycle have been the same or an improvement on 2021/22 cycle, with the greatest improvements seen in Public Improvement (75%), Workforce 68% and Managing Offenders (57%).
- 33 instances of 2 grade declines.
- 12 instances of 2 grade improvement.
- Analysis of forces that have dropped by two grades generally suggests force performance is the primary contributor to the decline.
- How force performance is assessed.
- Outline of PEEL 2025/27.

How force performance is assessed in PEEL

- An average inspection in 2024 included:
 - a) 2, 100 data points for each force, plus data collected by the Home Office.
 - b) At least 14 focus groups.
 - c) At least 25 interviews.
 - d) Observation of at least 15 different force meetings.
 - e) 1,923 evidence gathering tool entries.

PEEL 2025/27

- The final Programme and Framework will be published by spring 2025.
- Draft assessment framework includes; leadership, supporting and developing the workforce, public treatment, prevention and deterrence, responding to the public, investigations, safeguarding, fraud and custody. Crime data integrity, crime file review and vulnerability are golden threads throughout.

Chief Constables raised the following points/questions:

- Thanked HMI and Portfolio Director for sharing the methodology.
- It is important to share the funding position of forces which impacts what is possible, a correlation has been seen with those forces with better funding receiving better grades.
- It is important to incorporate partnership context.
- HMI agreed it was important to provide more context (financial and partnership) to give a picture of the environment forces are working in and it is the intention to provide this at the next round of PEEL.

Decision: HMI committed to sharing the analysis of national themes from FMS6 through final report in January 25.

Session 4 – Police Reform – Part 1

The Chair set the scene about discussion and demands on national reform (NR) work, next steps, and presented the timeline. Government recognise that in order to deliver hugely ambitious missions, that investment is needed alongside reform. There is a case for policing to work differently and securing funding to achieve components of this work.

Work has already started on the commercial efficiencies and collaboration programme. Identifying key areas of national spend, five initial categories of where there are some gains and reinvention elsewhere. Secondly, there could be a paper on a White Paper on devolution, but policing nor Police and Crime Commissioners (PCCs) have not been consulted on that yet.

Chiefs were pleased about the opportunity to solve many of the problems policing face. National Policing Board is a point of governance. Chiefs discussed establishing some broad principles, clear parameters and autonomy where NR team can work within to make decisions and regroup on a periodic basis and return to Council if there are contentious topics. Chiefs were concerned about the threat to local operational independence and wanted clarity around this. The meaning is forces choose who they arrest and when they arrest them, but this has been merged into issues of procurement and other more commercial decisions about running organisations. Alongside this, operational responsibility and risk needs to be clearly defined. Forces need the assets and responsibility to deal with issues, if being held accountable for them. Some HO officials do not understand what is meant by operational independence and there is an opportunity to be very clear about what exactly that means and what it doesn't mean.

Chiefs agreed principles should be built in to protect operational independence and still have a centralised national body which is easy to influence and direct. Chiefs gave the example of the CT model of running well where there is national capability while retaining local thread. Chiefs also suggested a support focus group comprising of regional representatives to ensure effective communication, a Teams channel and regular regional meetings linked to national portfolios.

Chiefs expressed concerns around working with the Home Office (HO) effectively, as not all issues are addressed, and Chiefs want clear organisation and better internal communication. Chiefs asked for clarity around the shared vision from HO. NR lead reassured chiefs about HO recognising the challenge, safe street mission some of which is intrinsically linked to reform work and overlaps. Chiefs would like the timeline to complement activity as there are different agendas and policies running in silo. There's a huge amount of work, and chiefs are concerned about where the capacity will come from and what will give to make it happen.

NR lead emphasised the need to be leaning into this work and ensuring that the policy development work is richer for being exposed to the reality of policing. The HO is responsive to feedback and keen to work together. Ministers are keen to deliver at pace in the first half term of government, with exception of some more ambitious long-term work such as incorporating national and regional capabilities i.e. safe capabilities for dealing with serious organised crime (SOC) and Counter terrorism (CT). The National Centre of Policing was announced by the Home Secretary. The HO are pulling together their outline business case that they need to submit to the Treasury in February for delivery of the Centre for

policing. There is scope for policing to influence what goes into that business case.

However, the worry is government might create something that doesn't enable policing to achieve those larger future ambitions that could achieve so much more for policing. The business case needs to be broader than the National Centre for Policing and a case for the programme or portfolio activity to work in the short term. The Chair invited colleagues and representation to be involved in the national work and kickstart activity in the short term.

Chiefs stressed the importance of engagement and involvement with coordination committee chairs and supporting the NR lead as they've got technical knowledge and can safeguard against certain scenarios.

NR lead described early stages of reform programme and timelines which are separate, and will come together later. The joint work with the HO on a more radical approach to justice is longer term and there is scope to shape it. Some issues and missions such as violence against women (VAWG) will never be resolved, if challenges in justice system are not resolved sooner.

Chiefs expressed the importance of steering change, ensuring this is a partnership between local law enforcement agencies, national law enforcement agencies sharing responsibility, and the need for clarity and accountability. Chiefs wanted to set the principles and framework for what can be done, clear responsibilities and support the NR lead to ensure this is a successful reform with the HO and avoid chaotic organisation and issues.

The NR lead canvassed opinions and shared an idea of what's been discovered so far in terms of how this is being approached by the Home Office (HO). It was outlined what is going to happen because announcements have been made, and it's locked into manifesto commitments and how NPCC works with Chiefs to ensure this is done with policing and not done to policing.

There is a desire to have a single data set for policing and huge improvement around performance. The opportunity is to develop a performance data set which tells policing about forces that might need support or intervention and identifies a coherent voice for policing. The Home Secretary wants this to lead to tangible improvements against their safer street's missions. There are some early wins that could be achieved now collectively under reform that will leverage improvements that are tangible against those missions. The longer-term work would require structural reform and take time to implement.

There is real, genuine ambition for reform from ministers, but officials have not yet shaped that into a coherent vision of what it might be and how it will achieve it. Policing can shape this work and work together with HO to address the inefficiency and drive more coherence in system. For example, VAWG has a more coherent data set that sets out really clearly the information. It cannot be tackled by law enforcement alone, but needs collaboration from government, education, health and social care agencies. NR lead mentioned that a national centre in policing could support local innovation and scale it at a more rapid rate and consistent roll out nationally rather than forces individually working hard to create a national function that supports the delivery of that.

Chiefs questioned how the relationship would work in relation to the Association of Police and Crime Commissioners (APCC) and this board for national reform and regional meetings. Chiefs expressed the desire for one unified approach and voice within policing while also supporting locally.

The HO is working on clarifying the meaning of supporting PCCs to deliver more effective crime prevention locally. The APCC are interested in what the governance will look like, how they will work more closely with His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) if they are given greater powers. NR lead is keen for the central team to visit regions and regional governance meetings with PCCs and Chiefs to have more detailed discussions together. But this is being explored how HO and policing work together with PCCs.

Chiefs are keen to set out the vision, what things policing is responsible for, how it should be set out and

how it should be achieved and who else could contribute to the mission and what is in a PCC remit with local accountability and local delivery which is not policing. Policing is about reducing crime and keeping communities safe. Chiefs agree PCC involvement should be separate.

Chiefs were concerned that there is a limited capacity for government to do everything. Chiefs were alive to the opportunity to make sure efficiencies can be made and quick wins for delivery. There were concerns about creating something from nothing and giving it legislative identity which will take a lot of time and money. Chiefs suggested a horizon scanning of the existing legislative landscape which already has powers in law that can be adapted and make suggestions that could save time and money. For example, things that will work rather than inventing something new which would take a while to design, it might be easier to work from the existing landscape to improve procurement, better national performance and data. A lot of requests are coming towards NPCC, however the NPCC does not have legal status and has a very limited central capability to host much beyond, as it is not a load bearing centre.

The national lead for Cyber discussed the huge scale of reform around cyber, the move towards a nationally led, regionally managed, locally delivered model. The conversations within the HO are not always joined up and there needs to be a conscious effort and need to brief wider across government as officials work at pace and have a certain level of intent.

A golden thread strategy should be a defined goal of policing which is specific and builds a strategy to respond to the risks identified by all and have forward looking conversations. There was strong agreement to this, and the Chair canvassed for strengthening the wording on the principles.

Chiefs were concerned about not being bold or ambitious enough and not enough funding for huge reform changes. Some Chiefs think there should be fewer than 43 forces, but this is seen as a longer term direction. All forces are wrestling with budgetary issues. If this is a shared view, then Chiefs are in favour of an optimum model of fewer forces and charting as a local and national model. Chiefs agree policing has to be more efficient and agree on a national picture. However, some things need caution such as a shared HR service for 43 forces which would not work well. If it was a system for a smaller number of forces then it would save money and drive efficiencies. But there needs to be an evolution towards this. Chiefs agreed to advocating for a bold plan over a longer period of time to have more legitimacy and not dilute the ambition and push for a 1960s scale of reform focused on local delivery and community needs.

Chiefs agreed to a system ensuring agencies and all parties can effectively communicate with each other and share data and systems effectively to progress these types of efficiencies. This will need a load bearing structure and national body that can take on those capabilities and deliver. This should be an aiming point to enable long term digital investment and estates investment and converge in a consistent way. They agree that specialisms are needed to focus on cross-border issues that need to be delivered locally which would bring clarity around what structures could look like, for example having one crime and intel system, one procurement for uniform and body worn videos. Chiefs expressed being clear about what policing wants and needs and having a tasking process that works both ways. Chiefs wanted to explore and focus on what the interface between local, regional and national and how it will work smoothly. But Chiefs accepted not being too prescriptive or fixed on these terms and having flexibility. Chiefs would like to define what is meant by collaboration and having the right balance between national and local. The regional has been created as a way of collaborating to deliver locally and the national is tied to the golden threads and being able to create a high-quality dataset, but it should focus on local delivery.

The NR summarised the risks, discussed collaboration and extracting that thinking from subject matter experts in policing to pull together a coherent programme of work in a way that will effectively influence and build a compelling case for quick wins, driving efficiencies, achieving medium term goals and contributing to government missions while delivering at a reasonable pace to set up policing to succeed in the future.

There are some things which could make such a big difference, such as working with various partners, mobile phone companies, public health on VAWG, motor insurance industries to help tackle crime which

are outside of policing but can make a big impact on crime. There is a lot of opportunity which requires working together effectively that will help deliver a more coherent approach to organised crime, at a national and local level.

Actions and Decisions:

- NR lead will create a Teams channel for better communication with forces so everyone has a chance to share feedback and collaborate to shape the future direction of policing
- There are separate conversations on different topics with the HO and this needs to be communicated to the NR lead for awareness.
- Chiefs agreed that the best approach was to define the golden thread which is also about local to global operational independence accountability and visibility at each level.
- Chiefs agreed that policing needs to determine what is the best system design and be unanimous about designing it collectively.

Decisions:

Chiefs were provided an overview of the programme and a number of questions were voted on during the session to gather feedback. The following highlighted points were discussed and chiefs noted the update:

- (1) Home Office have identifies police reform as essential to the delivery of the objectives of the Safer Streets Mission.
- (2) Discussion with Home Office have increased and the Home Office have divided reform into 11 thematic areas and are holding bespoke workshops on each, with representation from NPCC at each.
- (3) SRO appointed and governance is being established.
- (4) Engagement programme with policing being developed, with specific internal comms and support.
- (5) APCC NPCC Summit on 19th November, the Home Secretary made a public commitment to introduce a “National Centre of Policing” with the aim of bringing together relevant capabilities and shared services for better coordination. Specific reference was made to the benefits of bringing NPAS and forensics into a national centre.
- (6) Prior to White Paper publishing in Spring 2025 – HMT requires a strategic outline case for the NCoP. This is under development and agreed under a Programme Board established int the New Year.
- (7) £292.0m of grant funding has been awarded into policing for NPCC badged activity.
The above covers 85 national programs, roles or training/conferences over 21 different forces or organisation.
- (8) Only 12% of funds managed or supported by NPCC.

Decision: All responses from the questions asked in the polls would be collated and shared with chiefs.

Session 5 – National Crime Coordination Committee (NCCC)

The NCCC sessions provided updates across four areas of the coordination committee covering, Intelligence, Investigations, Forensics, Violence and Public Protection with Knife Crime (VPP). The Chair for the NCCC introduced the session and speakers by giving an overview of the Committee’s work. This included an update on the progress of finalising the review of the coordination committee, detailing a task and finish approach, and ensuring a robust attitude towards not creating new groups. The review will be shared upon completion.

National Intelligence

The Lead for National Intelligence updated Chiefs on funding from the Home Office (HO) to support the National Intelligence Model Review. This review provides an opportunity to reshape and tweak to suit the way currently operating for national policing, ensuring the service are intelligence lead through the entire system. The first phase of the review will be independently led and will provide a baseline understanding of areas which need focus going into the second phase of the review. It will allow the Lead to set new priorities for the National Intelligence portfolio.

Op Navette highlighted issues regarding information and intelligence sharing, and the ability to nationally mobilise intelligence assets that do not sit within larger threats, such as Counter Terrorism. Chiefs noted the Lead is hopeful to mobilise public order and intelligence resource to support those big decisions in the future.

Decision: Chiefs noted the update and following next steps:

- (1) NIM remains a fundamental business model for law enforcement, however, there has been no review into its effectiveness or any updates in the past 20 years.
- (2) Significant changes since 2005 in how we gather, share and use intelligence; the threats faced and organisations structures within policing.
- (3) Evolve current NIM to ensure it effectively reflects current risks, issues and opportunities and will be rigorously applied, monitored and enforced across law enforcement.
- (4) It will include, system assets, source assets and people assets.

Investigations

The Lead updated on the work that has taken place under investigations skills and capabilities, observing the work has highlighted a 'back to basics' approach about getting core investigation functions correct, equipping young and existing workforce with the skills and confidence to investigate at Professionalising Investigations Programme (PIP) 1. The Lead continued to speak on the challenges around PIP4, with forces not having succession planned well, there is difficulty with relying on contractors to deliver on investigations.

One piece of work in progress with the College of Policing (CoP) is on investigation standards and the development of best practice to produce core principles of investigation, and a new PIP1 supervisor's course; some small forces are currently piloting this course. The Authorised Professional Practice (APP) Lead for Major Investigations presented that forces are not producing substantial frontline leaders' programmes in terms of how they are training and upskill, they intend to take the best elements from these programmes to provide a national product for forces. They aim to provide a clear programme for PIP1 supervisor training that covers a new non-contact sexual offences module (following the Angiolini report). Designed for forces to easily imbed, it is only one hour long to be able to fit in around shifts for officers. Furthermore, they are looking at the Public Protection Senior Leaders programme to rewrite this existing programme; focusing on how to raise standards and supervision around investigations we know are currently failing.

The Recruitment, Retention and Wellbeing of Investigators Lead advised Chiefs to push back on the narrative that there is a crisis in detective numbers nationally as the dataset does not reflect this. Continuing to share statistics on the increase of officers on PIP2 training from 2020, concluding there are more officers training to be detectives in recent years compared to older datasets. A retention toolkit for best practice nationally will be published in the spring.

An update was provided by the Homicide and Coronial Matters Lead which presented their focus on homicide prevention, strongly driven by the previous government, this has subsided with the change in government, but the team continue to do a lot of work in this area. A homicide problem profile has been produced to identify trends (largely around knife crime and domestic abuse), the results from this are expected to be returned soon. Moreover, the death in health care settings Memorandum of Understanding has been signed off and will be circulated via ChiefsNet. Further work is being done to provide best practice guidance which will be shared. The Lead continued to speak on the challenges from forces in relation to hospital investigations due to their size and complexity, the guidance will assist with these investigations. Another focus of the team is their work around sudden deaths due to a number of issues arising around investigations and the initial response by officers attending where on some occasions incidents are being lost, especially in terms of suicide of individuals who have been subject to controlling and coercive behaviour.

Decision: Team to circulate the revised MoU to all forces via ChiefsNet.

Chiefs raised the question of whether we have a strong enough narrative around specialisation on being an investigator first. The Investigations Lead agreed and noted inefficiencies in the system alongside a weak initial investigation response which lets down victims, work is being done to look at these points but echoes the idea of consistency.

Decision: Chiefs noted the update and were supportive of further discussions given the previous update on super inquires (Post Office etc) and the financial resource impact on forces – In terms of police reform – to consider the need for a national investigative capability – to service initial assessment of major investigations of national significance and managing the scale up within a national body.

Forensics

The Forensics part of this sessions was led by NPCC Forensics Lead and the CEO of BlueLight Commercial. It focused on updating on the marketplace aspect of forensics. The current wider police reform update advised that the Home Office (HO) officials have set up a steering group to advertise for a forensic reform lead with the pace of change in forensics growing. The marketplace reform work has highlighted a need to operate as a national customer with all forces on the same platform.

The Competition and Market Authority gave approval for the Eurofins and Cellmark merger to take place. Work is underway to prevent the market dominance taking effect on the pricing and infrastructure behind the provision of forensics across policing. Eurofin have completed most of their due diligence exercises meaning they are almost ready to move to next steps, this will allow open book acknowledgement. It was suggested that going forwards there is a need to move towards working from the same platform for this. Chiefs heard on the challenges of benchmarking on pricing when using different coding systems and detailed the costing benefits of being on the same platform. Chiefs were informed of efforts to pull together a detailed plan to confirm a timeframe going forward.

Chiefs raised their concerns around accreditation slowing down investigations, the response assured work is ongoing with the regulator and the productivity review.

Decision: Chiefs noted the update.

The National Centre for VAWG and Public Protection (NCVPP)

The Lead for NCVPP started this presentation by assuring Chiefs the plans for NCVPP are socialised with reform and reassured the following updates/work is financed by a consolidation of existing money and ongoing HO grants. A VAWG statement was published in July outlining the scale of the threat which emphasised that this problem is bigger than only policing and law enforcement can manage alone. The government missions show the threat assessment is heard and accepted but it does not show ability to work with the HO at the same pace. There are calls for national coordination to be able to make a real difference.

The NCVPP is ready to start from April 2025, within the national centre is has incorporated the manifesto pledges and recommendations from government, the expectations around RASSO capability and relentless targeting of repeat perpetrators.

In relation to Police and Crime Commissioners (PCCs) and commission services, Chiefs queried why the current thinking around holding other organisations to account on their investment and traction in reducing VAWG. The Lead advised their desire to have clear performance measures for what policing is doing and clarity for PCCs on their commissioning responsibilities, the national centre will allow government to place clarity over targets for reducing VAWG if they wish; however, the HO is not holding to account at the moment. Chiefs called for one national list for all forces to use which can be used in national meetings, the Lead advised they will take this away to look at possible implementation. Further contribution from Chiefs noted the National Operating Model has a performance and accountability layer which looks at the parts other sectors play and made the point of stakeholder power in this sector, advising their vocality within other sectors.

The question of how to have key multi-agency partners working alongside policing on a daily basis to develop understanding for problem-solving across the system was raised by Chiefs, this will allow for opportunities and bigger plans. It was recognised this is a good starting point for this work following discussions

Chiefs requested a costing for the training up of investigators, upskilling in Rape and Serious Sexual Offences team and other resources. The Lead responded explaining there is not current resource to cover the true cost of training impact in existing grants but did agree there is need for costings to be drawn up. It was highlighted by Chiefs that this needs to be sustained funding that is locked into core grants.

The final part of this session was presented by the Lead for Knife Crime. They were asked to undertake an independent knife crime review and report back in order to make recommendations to government (due to be reported back by the end of January 2025), this will bring some consultation into the crime bill alongside some new additional powers around knife offences. Chiefs heard there is work underway looking at age verification at point of sale and delivery as well as interviews with tech companies, Ofcom, courier companies etc; these will be brought together in the review.

After giving update on what the portfolio have learned so far, the Lead highlighted future recommendations including a statutory provision to allow policing to be more intrusive with retailers which will give policing more control and understanding. There are calls for social media to take part in self-policing through algorithms. In addition, there is additional work required on the importation sector with boarder force and the trading industry.

Decision: Chiefs were supportive of the outline and noted the next steps:

- (1) Policing Leadership has recognised the scale of the threat of VAWG ad PP and has taken steps to mobilise a more effective national level response.
- (2) The NCVPP will drive tangible benefits to forces, victims and their communities.
- (3) The NCVPP will consolidate existing programmes, be a central voice delivering clarity to forces and partners and deliver on the Governments public protection priorities.
- (4) Phase 1 will focus on embedding, enhancing and building on achievements of individual programmes and will be hosted by the College.
- (5) Phase 2 will develop a national capability to better support force delivery and will be closely linked to Police Reform and the Spending Review.

Decision: Chiefs supported the NPCC lead to conduct and end to end review on the online sale of knives which will feed into a series of recommendations to the Home Sec in Jan 2025.

Decision: Chiefs noted the updates from the committee.

Session 6 – Serious and Organised Crime (SOC)

The presentation highlighted the agreed mandate of SOC reform from Chiefs Council held in July 2024. Highlighted the workstream governance dovetailing into Police Reform programme. Significant work around funding with x70 different funding streams into NPCC/SOC. The governance is working to a set of principles of Fix, Converge, Merge which is still being defined and will continue with a workshop in early 2025.

The NPCC Chair mentioned letter clarification relating to the relationship with the ****S23(1)**** and needing SOC fit for the future. Interim interviews conducted and position holders identified. Consideration to hold the interim position and potential move to find a successor later. Confided differing views on the position and sought views form the room.

Chiefs agreed the paper sets out the recommendations. Chiefs discussed the positives and negatives of replacing the national role either with a substantive chief constable or a lower chief officer rank. A number

of chiefs widely supported as there is funding from the HO until April 2026, and a Chief Officer lead for 3 years plus. NSOC budget underwritten with funding for Chief Constable voice and influence. Confirmed the positive relationships developed with the ****S23(1)****. APCC wants Chief Constable to control funding with a requirement to hold a Chief Constable to account in the SOC arena with it being an NPCC nationally coordinated post.

Highlighted recognition for the current team. Opinion that the collaborative thing to do would be to appoint a Deputy Chief. Questions why a DCC would not be able to undertake the role despite the HO requirement. Chiefs agreed on the great work undertaken so far. Chiefs discussed rank which at any chief officer level should not make a difference. Chiefs discussed concerns about appointing a chief into the role of 12 months especially if that person looks to move on from the role and how would that make policing look. Chiefs contrasted within the discussion to VAWG and the application of an DCC in the leading position and noted a good DCC should be able to gain traction within this areas and the national area.

The NPCC Chair commented on the mature relationship between policing and the ****S23(1)****. Mentioned that policing is on the cusp of broader reform discussions and additional leadership. Currently have an interim position who could represent vies of the Chiefs. Ambition to create one system for the future.

Chiefs agreed with the chair of the NPCC to stick with interim appointment. In a period of time if found not to be working, then a further discussion can then be had. Voiced his nervousness about another appointment not getting sustainability. Time to pause on interim arrangements for consideration.

****S23(1)****

Decision: Chiefs endorsed the TEI Foundation Training Delivery for implementation and committed to the national TEI standards to support this.

Decision: Chiefs supported the outline of the succession process for NPCC SOC Lead and the new DCC would lead this at this level until March 2026. This would be reviewed throughout the year to see if further capacity if required.

Decision: Chiefs noted the update on the work that has taken place following July CCC to review the current NPCC SOC System and network.

Decision: Chiefs discussed future plans to tackle Western Balkan OCG's through Op Millie. Chiefs inputted into the discussion and welcomed the opportunity for discussion and comment on proposals.

Decision: Chiefs noted the update and agreed to support secondment opportunities.

Session 7 – Performance Management Coordination Committee (PMCC)

PMCC will begin to evolve as opposed to re-launching. PMCC change over happened during the summer and there has been a lot of change, with the new government coming in as well.

Assessment of PMCC is that it is not in a good position. Policy announcements being made outside of PMCC (Letter from the Home Secretary). Getting a Grip recommendations and data ownership conversations from HO regarding where the data should exist.

Issues with forces being asked to collect data again and again. New government also requesting data.

Presentation from the chair included:

- Rick Muir from Police Foundation developed paper for national performance framework. Details approach options. Home Office engagement lacking, but discussions have begun to align National Performance Framework with HO policies. This will also mean that HMICFRS can inspect against a consistent framework.
- Forces are in receipt of many data requests, which are often similar in scope, and this is putting a lot of pressure on forces. A lot of these requests are sent through to forces without any triage or sign off from PMCC.
- Consistency required around data storage. There is no central data repository, and forces don't have access to ADRs data.
- Sector Engagement: Good coordination between College of Policing, HMICFRS, APCC and NPCC, however there are a lot of stakeholders involved from the Home Office and there is a lack of coordination which leads to inconsistencies.
- Challenges: Inconsistent data quality, definitions which are not agreed / have differences, governance on structures used for forces to respond to data requests. Need to also look at ADRs and decide whether they are all required and used.
 - o Transfer Data: We operate in a largely manual environment, need to bring in automation for sharing data and know where the data sits, is it police or Home Office data.
 - o Streamlining: Duplication of requests from Home Office, the National Performance Framework could help with this.
 - o Non-Police Data: Must look at non-police data; MoJ, Health, Vulnerability to truly address issues.
 - o Gatekeeping: police the requests going into forces. Helps avoid duplication. Asks for Coordinators to contact PMCC with data requests. Need to ask HO to do the same.
 - o Professionalisation: Role of the performance analyst (5a+5b). Need a national system for recruitment. Problems with staff leaving these roles for better opportunities.
- Complexity of data burden to forces. There are over 45 Annual Data Returns (ADRs) that forces are required to complete and there are sub-measures within these. Need to understand how much of that data is being used and what it's being used for from the Home Office.
- Additional requests from other committees and programmes. Adding to the burden.
- Digital Crime and Performance Pack: Suspended and now unfunded – but was useful as a source of accessible data.
 - o Prap, Firearms, ASB, Retail Crime and other additional requests going into forces.
- Home Office are scoping a Police Performance Unit. Consultative workshops underway, but this could move very fast.
 - o PMCC and Policing in general need to influence this build.
 - o Need to avoid the League Table assessment approach.
 - o Move away from iQuanta approach.
- There is three Home Office Leads for; Policy, Performance Analysis team and data reform team.
 - o Multiple different stakeholders/ministers.
- Target for Phase 1 revised metrics is 1 April 2025, however this might be ambitious.
- Home Office will make the decisions on what policing is measured against.
 - o PMCC influence focussed on lessening the burden and ensuring there is a consistent approach.
- Clarity on definitions and what data is being collected and what is important.
 - o Less is preferred and would give policing a core set of metrics (traditional crimes) that are important to ministers and government would put policing in the right alignment with the Home Office.
- Build single version of the Data Truth and who owns it.
 - o Data quality issues need to be resolved.
 - o Use existing systems where possible, if they work effectively and enough we can all access this data and use the same language.
 - o This will be a significant undertaking however.
- ADR Update
 - o Refinement to reduce burden on forces and only collect once, not in multiple ways.

- Next Steps
 - Please when submitting data requests, contact PMCC first to ensure coordination of the request.
 - National Performance framework will continue to be developed with regular engagement with the Home Office and consistency in definitions.
 - Improved Governance and structuring to support effective performance management. Discussions with Chief Officers to ensure Data they are developed in the management of the data used for PEEL Inspections, but also local performance reporting.
 - Support the building of a single version of the data truth.
 - Review the Hallmarks document from 2008.

Decision: Chiefs were briefed on the re-launch of PMCC and Getting a Grip Recommendation 4a+b (Performance Framework). The following next steps were supported:

- (1) PMCC working on recommendations to develop a national police performance framework.
- (2) The extent of performance data requests which forces are asked to provide is a challenge and PMCC are looking at a consistent way to manage this.
- (3) Working with Home Office on agreeing the requirements of the ADR process, to ensure alignment and consistency.
- (4) Working closely within NPCC to understand information demands from Committees and working on a process to reduce the burden on forces.
- (5) Whilst working through the detail of this, ask portfolios to minimise any new data requests into forces.

Session 8 – Police Race Action Plan (PRAP)

Recognition was provided following the last Council meeting that there was a range of views on the future of the central resource, colleagues remain committed to the plan but asked to look again at the investment, and where responsibility sits nationally and which at force level. The central resource has been reduced, and a survey has been conducted amongst chiefs.

The presentation to chiefs highlighted the following:

- Summary of the changes made resulting from the survey responses from Chiefs
- Positive meeting with home office which included a funding request which is being considered, this was specifically for the scrutiny of the plan. Requested better support for a policy expert embedded in the team. A further meeting is to be held with the home office in three months to further discuss funding.
- Momentum has been gained in delivery of actions. Some need for continued development. Focus needs to move from central team to transition team. The ask for funding has been reduced from £2 million to just over £1.5 million. The timescale has also reduced from three years to 12 months.
- The National Black Police Association have reengaged with the PRAP programme and discussions are ongoing to meet some of their requirements.

Significant work has taken place to shift focus from the central team into local delivery, with a clear focus on streamlining the plan. Best practice has been identified which is making a difference to community engagement.

Appendices in paper provide further details including survey results, and activity around PRAP. Information is also included around the recommendations from The Independent Scrutiny and Oversight Board (ISOB), which are tangible and measurable performance metrics, identifying clear areas of focus and engagement with stakeholders. Meetings held with civil society groups; relationship still fragile however communication is good.

NPCC Chief made two points of emphasis around the funding request and the measures which will be incorporated into HMICFRS assessments.

Perspective from ISOB lead – understanding what the longer-term structures will look like and what forces will deliver and can be achieved. The home office meeting was positive, good engagement in the room, programme taken seriously. ISOB understanding is that the government would need more information about the funding bid and requested a detailed submission. ISOB need further information about funding to make decisions about how many hours to commit to the programme.

Feedback from civil society shows a significant cross over with the feedback from chiefs and a general sense of cohesion in working towards anti racism.

The engagement with external stakeholders is disjointed with a lot of focus on what is happening in the Metropolitan Police Service. At a local level, a locally focussed delivery plan needs to be communicated to show that there is context around things which occur. Race action plan needs to be included in wider discussions with the local community and not in isolation. ISOB do feel that things are moving in the right direction, but more clarity needed in terms of where the plan is going in the future. ISOB lead emphasised the need for an independent assessment of progress preferably through bodies like HMICFRS.

ISOB raised some concerns about the openness within forces of the progress made and welcomed the use of the dashboards which are proposed as part of the PRAP programme and would allow better understanding of what is being delivered.

ISOB asked chiefs to carefully consider the documents mentioned by PRAP lead to assessing their usefulness in terms of delivery and baselining.

From the lead – Communication especially important, PRAP lead and PRAP communication lead in discussion with all force communications leads, around how they can deliver on the plan and to update on the work so they can engage with their communities. The monthly meeting being held with comms leads.

Following the presentation the following points were made by Chiefs:

- Reluctance to extend support on a 12-month basis but understand this is a contentious and sensitive issue.
- Acknowledge the value of a central team and that Policing does need to improve and that there is a lot of work to be done which a national team could help to progress.
- Forces have not been successful in tackling the issue in isolation, acknowledgement of the deficit of trust from communities.
- Budget discussion should be in a broader discussion about finance and priorities. Needs to be judged in the context of value and priorities.
- Response from PRAP lead about benchmarking - force visits have shown that forces are not ready to progress without the central team, want to make sure forces are in best position to go ahead with the anti-racism commitment. It is important that the issue of criminality is viewed in the context of trust and confidence and not trauma, need to look at the finance in terms of the decades of trauma to the black community. Conversations had with HMICFRS around what outcomes could be considered in future inspections.
- ISOB lead would welcome further discussions with chiefs who have concerns about the programme.

Decision: Police chiefs have agreed the focus of the Police Race Action Plan (PRAP) team for next year. Chiefs agreed to fund the national team to drive delivery of the plan for a further 12 months. All Chiefs agreed to support the plan and achieve its objectives.

Decision: Chiefs supported the existing project management structure to be scaled back to align with the evolving role of the central team, which should now focus on transitioning the delivery of strategic actions to NPCC portfolios and force level delivery.

Further discussion relating to professionalism of staff networks.

Decision: Chiefs noted the update and this proposal would be brought back to the July 25 CCC meeting.

Session 9 – Finance Coordination Committee

The NPCC Finance Chair outlined an update would be provided in the four following areas:

- What is know regarding settlement this year.
- Status of the CECP Project.
- Approach to SR2.
- Operating Budget.

The Finance Chair highlighted two phases of the CSR, phase one and phase two. Year one is a short term budget with a review of CSR to take place in 2025.

CSR 1

The Finance Chair highlighted the CSR1 Bid Summary had a narrow focus with funding request only relating to pay, inflationary pressures and also to align with governments new missions. Further to this it was also highlighted a balance gap in policing of £3.6B between 2023 – 27.

The bid summary was then outlined and shared as follows:

- Full year cost of 2024 pay award 4.75% - £326m.
- Full funding for 2025 pay award.
- Incremental growth associated with uplift.
- Pay point 1 abolition - £14m.
- DA experts in CCRs - £19m.
- Neighbourhood Policing Guarantee – range of options costed.
- Capital Grant - £100m.
- Non – pay inflation - £145m.
- New Burdens - £260m.
- MTA support - £24m.
- Precept flexibility or raise limit up to £20 band D.
- Pension Grant increase by inflation.
- Cost mitigations £271m.

NICS

- Home Secretary confirmed that police forces would be “fully compensated for the changes”
- BUT – no funding for overtime, allowances.

Commercial Efficiency and Collaboration Programme – CECP

An update was provided on the CECP project and included the following points:

- Collaboration and engagement from the sector is sought.
- It is important to show efficiencies within policing.
- The programme has been set up to include a number of workstreams which include; a) National Purchasing through common frameworks, b) Supporting savings on local workforce expenditure, c) Cost recovery.

Action - The BLC Chief Executive asked forces to prioritise data requests related to CECP.

CSR 2

The Finance Chair gave the following update on CSR 2:

- Work on submission has already begun with the review to be published in summer 2025 and will cover a multi-year period.
- Workplan agreed with APCC/NPCC/HO
- Letter sent to all chiefs and PCCs outlining structure of the submission with key areas including a) overall service demand, b) local policing, c) VAWG, d) Drugs and Knife Crime, e) Science and technology, f) Workforce, g) Efficiency and productivity, h) Finance (revenue and capital sustainability).

Action - The NPCC Vice Chair outlined there is a Home Office survey with forces on income recovery with the deadline end of December, and asked forces to complete.

Chief Constables highlighted that UK Policing is by comparison compared with European and international forces.

NPCC Operating Budget 2025 – 26

- Asked to deliver to efficiency target of 4%
- Outlined if all programmes funded from previous year NRE target of 0.129% would be met.
- September CCC, Chiefs agreed to fund the following programmes – support for Police Aviation Strategy, Dynamic Decision and Case Management System, and to re – look at PRAP investment. This would increase NRE 0.134% (excluding PPRAP), an increase of 0.04%.
- A further request has been made by the National Vetting Portfolio to continue to completion of the recommendations of the Angiolini Inquiry.
- Including PRAP NRE would increase to NRE 0.144%.

Chief Constables made the following points:

- A Chief Constable highlighted the importance of prioritising programmes and funding, particularly when individual budgets are under pressure.
- Important to be satisfied that there are no further savings to be made.
- A Chief Constable highlighted the importance of prioritising programmes and funding, particularly when individual budgets are under pressure.

In response the NPCC Chair provided the following feedback:

- Previous year extensive review undertaken to complete savings which removed reserves and people in some instances. The 4% efficiency ask has been undertaken with Committee chairs holding responsibility to ensure it is completed.

Decisions: Chiefs supported the following:

- (1) All those requesting funding to include a 2.5% efficiency saving in their bids.
- (2) The total amount being requested is £418K more than last year but falls just below the 0.13% NRE contribution cap (assuming NRE as per 24/25 financial year) - chiefs agreed 0.14% of NRE for next financial year (25-26).
- (3) Chiefs supported additional funding bids for the Police Aviation Strategy and DDaCCs. The operating budget did not have sufficient funds to cover these costs. Chiefs agreed to these bids which takes this beyond the 0.13% cap.
- (4) Chiefs agreed to add a request for £136K to support vetting work linked to the Angiolini Inquiry.

Decision: Phase 2 of the finance survey was circulated on the 2 December via ChiefsNet and deadline is 3 January 25 - all chiefs encouraged to report back on this.

Decision: Chiefs encouraged to chase up their chief financial officers (CFOs) on their response to the Home Office survey on income recovery - deadline was 29 November 24.

Session 10 – Productivity in Policing Review

The College of Policing's Director of Operational Standards (DOS) led this session by setting the context of the Productivity in Policing Review (PPR) and provided updates on the work completed to date for the review. The presentation provided an overview showing the difference between central and local government, confirming no agreed productivity measures were in place. Chiefs were informed as a result this would mean without input this equals output assumptions, meaning policing can only flatline on productivity. The lack of measures leads the treasury to see a flatline in policing productivity, however, Chiefs were assured that the Office for National Statistics are currently working on setting measures and the PPR team are tracking this closely. To improve productivity measures some forces are looking at how to show they are reinvesting resources and time-saved, the forces putting the most into this are able to show how resources transformed into additional impact. The work from this will be turned into the best practice guide for benefits measurement. Phase 2 and 3 of the PPR were presented to Chiefs.

Further updates focused on lessons from a sift of innovations which could provide good productivity opportunities. A replication of this work in Dorset with Avon & Somerset is ongoing to test whether it delivers the same level of gain in another force; the lessons will allow the production and implementation of a guide at the end of March 2025 which can be used by anybody running a national programme. In addition, PPR have produced guidance on Artificial Intelligence including how to build the tools and evaluate them, as well as providing a technical panel for forces to use locally to check over before going to external or public scrutiny. The DOS highlighted the current work of the Central Data Hub to find cost data that is not dependent on the activity survey, they are researching data mining, which uses force systems to formulate what officers/staff are doing.

Chiefs were informed of the next steps for PPR these included:

- building up the network to include other force leads outside of solely PPR to take work forward and focusing on the innovation pipeline (the Office of the Police Chief Scientific Advisor and the Science and Innovation Coordination Committee).
- identifying which of the national parts they want to move forward to pick up in the pipeline, provided there is funding.

The presentation concluded by asking Chiefs if there are any priorities or opportunities that have not been considered for the PPR to pursue. Chiefs gave an example of Right Care Right Person to show it is working very well in making policing more efficient, but without capturing that dividend and investing it into something tangible it will not show increased productivity. The work of the new centre is to focus on helping measure and capture genuine improvements in productivity to demonstrate how policing is doing more with what it currently has.

A further query was raised in relation to asking what will prevent new unproductive practices from being added to workload, the DOS agreed that this is something the PPR should aspire to do more of in the future. The DOS has spoken with the Home Office concerning the extent to which the numbers focus may or may not have some counterproductive elements in terms of overall productivity, a further discussion has been agreed. Chiefs asked the DOS to be part of a discussion in July's Chief Constables' Council in relation to Science and Innovation technology system for productivity to aid in understanding of how the system works together.

There were calls to shift the narrative on constant comparisons to National Health Service (NHS) as the NHS have public health who are held to account, but policing is held to account for all of the outcomes involved in public safety. There are differing views on the meaning of productivity, and Chiefs would like to see work to refine policing's understanding. The DOS agreed and highlighted the importance of the right productivity incentives.

A further discussion point raised was the idea that policing is being pushed into a position to put frameworks in place now for use with different stages of maturity, the alternative is only having one supplier and losing competition and innovation during that development. There is a struggle to receive a

clear position from the Home Office and there are concerns if the outcomes of those decisions are going to be what policing needs.

Action: The DOS to speak with the Home Office in relation to developing a system which copes with need for competition and the speed of delivery for policing. Suggested this conversation includes the leads for certain relevant portfolios.

Decision: Review opportunity for discussion at July CCC meeting.

Decisions: Chiefs noted the update and key steps the team are implementing fast tracked productivity opportunities and these include: (1) Enhanced Video Response with Dorset, with replication in A&S with Staffordshire also implementing. Full report will be due in July 2025. (2) Redaction – continuous improvement team identifying barriers and issues. (3) Launched National Redaction Network with the aim for all forces to adopt/planning to adopt by March 2025. (4) AI guidance on building AI Tools and Systems drafted.

Decisions: Chiefs supported the next steps as follows: (1) Looking at trials and exploring further redaction opportunities. (2) Draw out learning from all trials to date. (3) Delivering the innovation pipeline alongside OPSCA and NPCC Science and Innovation Coordination Committee.

Session 11 – Workforce Coordination Committee

Overview of Strategic Assessment of Workforce (SAW):

- Looking at the numbers of officers with less than 5 years' service: the number of officers who are not deployable has doubled in the last two years.
- ****S31(1)****
- The service in 2024 is almost the same size as it was in 2010, but there are less Special Constables and less PCSOs. Overall, the % of officers and staff who are in response, neighbourhoods and investigations is almost exactly the same so we have not adapted to the increasing and changing demands on policing. There is a question regarding what policing needs: is it more officers, more staff or more skills.
- SAW shows that people are less likely to stay in policing for 30 or 40 years due to changes in pension. It won't be until 2036 that we really understand the impact of the pension changes.
- Retention:
 - o There are more officers leaving today than there were in 2010, but looking back 20 years what has not changed is that 50% of officers that leave do so within the first 2 years, and 75% leave in the first 5 years. In 2010 14% of the workforce had less than 5 years service, it is now 36%. So new student officers are not leaving any more than they were back in 2010, it is just that the balance of the workforce has changed.
 - o Expect retention to improve once we get over the 'hump' of Uplift, because a large proportion of our workforce will not be in its first 5 years.
 - o Retention in policing is good; we are losing 1 in 8 student officers compared to 1 in 4 student nurses, 1 in 5 paramedics. Our retention is better than teachers, social workers and prison officers. As such it is difficult to make a case for higher pay when retention is good.
 - o Emerging evidence on the workforce of the future shows that young people do not want careers for life and want quick progression, competitive pay, employee voice, enhanced support and development, and more flexible working.
 - o Portsmouth University have done exit surveys for those leaving the service and the two main reasons identified are: lack of flexibility and feelings of not being listened to/not having a voice. The new entry routes into policing encourages people to think different and challenge and yet when in force people are finding there are not empowered to do this.

Workforce challenges:

- o The service cannot articulate its long-term workforce requirements, to change the narrative of numbers to government nor the public.
- o The Home Office and PRRB would say that we need to set out what a workforce needs to look like in policing; the skills that need to be attracted in and there needs to be a strategy to reward those skills to ensure the right focus on protecting the public. PRRB are frustrated with policing and describe the current approach to pay as illogical and a piecemeal approach rewarding based on time served instead of skills, experience and performance. PRRB have challenged policing to produce a costed workforce strategy around police pay remuneration based on our workforce plan. PRRB have suggested that in the future we should not expect pay rises unless we can demonstrate the additional benefit to the public; the current approach of basing on inflation will not be 'up to the job'.
- o Annualised funding settlements restrict appetite for change.
- o The lack of standardised national workforce data systems and no national system to collate capabilities other than that based on functions is insufficient to address need and cost.

- The service does not have an agile, flexible and nationally consistent employment model to respond to change easily, or to attract people from outside of policing.
- The pathways in and out of policing, and across law enforcement, beyond warranted roles are not well established for technical, often staff roles and isn't approached as a national issue.

Next steps

- Workforce Plan: develop for the first time, the NHS have one, the Civil Service have one. The approach is not to mess about with this; we have good data thanks to Uplift and expect development of plan to take about 6 months. This would help with prioritisation for future CSR submissions around what policing needs in terms of workforce.
- National Workforce Survey: Currently we do not have a national survey. ****S40(2)**** has money through Oscar Kilo to do the annual wellbeing survey and currently working to see if the wellbeing survey model can be used and expanded. Leapwise is also involved. The proposed approach will be brought back to a future Chiefs' Council. Current thinking is a national survey to monitor how the workforce is feeling, and then allowing forces to add their own questions, thus avoiding forces doing their own thing and missing the national picture.
- Pay and Reward Strategy: Based on PRRB feedback, will start exploring some options for pay reform.

Pay submissions:

- Through CC Jeremy Vaughan's leadership and Janette McCormick's evidence base from Uplift we are felt to be in a better place than we have been in previous years.
- Difficult time to do a pay submission: new Government, one-year rollover, police reform, difficult financial context, and different Government rhetoric.
- Submission will:
 - signpost the need for a wider workforce plan, and a pay reform that fits that plan and considers both pay and conditions.
 - include some comments linked to the 3-year CSR about how our current pay structure is incoherent; particularly at PC level, but seen across the ranks
- If it is agreed that a long-term workforce plan is needed, will hold workshops with Chief Constables to gather information to inform plan and pay reform.
- Need to consider how we best deliver against the Safer Streets Mission, ahead of a longer term workforce plan being developed.
- Will meet on 10th January 2025 to discuss the pay award.
- The medium term work will also consider a selection of allowances (mileage, on call, South East allowance).
- Wider reviews will include pay progression standard, and targeted variable payments.

Chiefs discussed and the lead reiterated asks: support for developing a workforce plan, the work on a national workforce survey and the approach to the PRRB submission and a future pay and reward strategy.

Chiefs provided the following discussion points:

- Over recent years our approach to pay and reward has been evolutionary not revolutionary, and PRRB have criticised us for that. To be more revolutionary we need the backing and mandate of Government because it is a regulated environment, and we need to know what budget comes with it. Officers are not paid enough for what they do and the money needs to go up if we are going revolutionise the pay structure.
- A clearer mandate from the Home Secretary around the workforce plan and pay reform as this work needs properly resourcing.

- We need to push into and erode the decade long degradation of pay which is below inflation which is because of other's financial position. Whilst we have good retention, the P factor in policing is that we ask people to do a job like no other.
- Need to move away from obsession with police officer numbers.

The NPCC Chair highlight the importance of Important to get support from the Home Office, at the closedown Board of the Uplift programme and there was discussion on a long term workforce plan there too. Will flag with Home Office that there was agreement at Chiefs' Council on the need for a workforce plan, and will push to determine how this can be done at pace. The NPCC Chair offered to assist through raising during a Ministerial bi-lat or through a more formal exchange.

Whilst forces might say they have a good workforce plan and they understand their data but do not have/understand what is needed for a strategic workforce plan. Definitely need a national plan but also need to consider how forces can be supported locally to produce more strategic plans.

Decision: Chiefs noted the update on the National Workforce Strategy and National Workforce Survey. The final version of the strategy would be submitted for regional feedback through CCC in March 25.

Session 12 – Police Reform – Part 2

This session focused on Chiefs reflections on police reform and points of emphasis following on from session 4.

The National Reform (NR) lead noted that it was clear reform work is intrinsically linked with workforce strategy and that there needs to be a marker about strategic workforce requirements for policing in the White Paper that the Home Office (HO) are compiling and want completed by February. There is a direct correlation between the manifesto commitments and neighbourhood policing and the performance framework work under reform.

NR lead noted that there will be gaps in knowledge and understanding, but will share work and asked Chiefs to provide feedback and help clear any gaps or inaccuracies. This will then be reviewed and finalised to submit the plan.

NR lead emphasised the need to develop an effective communication style with Chiefs, relevant staff officers and coordination committee coordinators moving forward. This is to ensure a collective and seamless working style to effectively influence HO and achieve the best results for reform.

Chiefs questioned the level of ambition set against HO thinking. The HO announcement was vague and there are broad timescales and deadlines. The issues are hugely relevant, but the scale and scope of the mission and plan needs to be clearly defined by HO, so Chiefs can help support to define NPCC position.

Chiefs asked when greater clarity will be provided by HO or will NPCC be providing a proposal and questioned how bold the NPCC should be in the proposals. NR lead acknowledged HO willingness to work together and is focused on understanding HO ambition, long-term focus and work. HO have not confirmed the scope of the centre for national policing and future prospects. HO are clear on some things which will be immediate. NPCC goal is to ensure in the short term that in the developing business case, HO don't rule out things that policing might want in it for the future.

Chiefs suggested the idea of showcasing a model force concept; how big it should be, which capabilities it should have, how it coordinates with other forces and interacts with a national policing agency as a useful tool for modelling.

Actions and Decisions:

- Chiefs noted the update.
- The communication lead will focus on internal communication with all forces to inform and enable two-way communication and active dialogue to inform the debate.
- Next steps include: NR lead to take away findings and return to present a schematic of where pieces of work is being led by HO relate to individual coordination committees or National Police Chiefs Council (NPCC) leads.
- NR lead will reach out to work with a number of Committee Chairs and NPCC leads on next steps.

Any other Business

No other business

recorded.DATE OF NEXT

MEETING

The next full CCC meeting will be held on **19-20 March 2025**.