Chief Constables' Council

Title: Anti-Racism and Police Race Action Plan

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1. Purpose

This paper is to provide an outline of the aims of the new portfolio. Building on what has been implemented across forces and embedding the learning in order to deliver on the original purpose from CCC Nov 2020 to: 'embed a culture that values difference, addresses inequity and recognises that doing this is critical to the core functions of an effective police force'

2. Recommendations

2.1 Chief Constables are recommended to:

- Note the update provided
- Agree the direction of travel and the 'five keys'
- Identify CO lead for anti-racism in each force
- Continue to support tactical SPOCs in each force

3. Update on Progress

3.1 Update

The portfolio continues to work to the PRAP mission statement as agreed by Chief Constables in November 2020 to ***'Embed a culture that values difference, addresses inequity and recognises that doing this is critical to the***

core functions of an effective police force'. Inspired by that ambition, the portfolio seeks to build on the progress made across forces, with a particular focus on what has worked well and how good practice and outcomes can be shared and implemented more consistently across all forces.

Since taking over the portfolio in April, engagement has taken place with key stakeholders and partners. This has allowed a better understanding of where the portfolio is at, and to sense check the ambition of Chief Constables, Chief Officers, Force Leads and external partners, to make further progress against the objectives of the original action plan. Whilst it is clear that there are inconsistent levels of support for this work, there is a collective view that it is important and should continue.

Against a backdrop of Police Reform, the White Paper is unequivocal in recommending further activity that supports inclusivity:

"It is important that forces reflect the diverse communities they serve, and ensuring an inclusive workforce is also important in creating a healthy culture. The Government actively supports the work of the ***Police Race Action Plan*** *and the NPCC's work on misogyny and homophobia as part of its wider Diversity, Equality and Inclusion portfolios.... We will hold policing to account for delivery of these plans through the new Performance Framework."*

To date, the Policing Minister has been met three times to discuss the portfolio and to understand the strategic intent of government on related matters. The Minister has agreed that she is supportive of the following proposals:

- Integration of performance metrics to measure anti-racism into the police performance framework
- Greater accountability of forces in their anti-racism objectives and delivery through HMICFRS inclusion in the framework
- Development of long-term independent scrutiny and advisory functions for policing which have the views of Black communities at their heart

The Minister has undertaken to meet on a more regular basis, and has indicated that she would like to be briefed on Force Maturity Matrix returns in September.

The Maturity Matrix is now integrated within every force and supports the local prioritisation of activity. At a national level, it allows for good practice to be identified, blockages to be understood and solutions to be developed. It allows for a national narrative to be accurate in terms of measuring progress towards policing being anti racist.

It is important that the challenge of becoming anti racist organisations is led locally by leaders who are passionate about improving the service policing provides communities and in supporting employees who have different backgrounds and heritage. The portfolio lead seeks to support those leaders in navigating the culture change required to bring about change. The work in the year ahead will allow Chief Constables and their leaders to be focussed on local priorities, whilst also being sighted on what has been proven to work in this space.

3.2 'Five Keys' - key areas of work

The new NPCC portfolio of Anti-Racism and the PRAP will move into consolidating and embedding the learning of five years of the PRAP.

The overall objectives of the PRAP were based upon the reality that Black people felt over policed and under protected. Notwithstanding the impact of wider society, the police service can best tackle this and ensure anti-racism by focusing on operational delivery and ensuring we have the support of the Black community, Black officers and staff to deliver operational outcomes that better protect and deliver a better service for black people from policing.

The current intention is to have 1 FTE superintendent role, analyst capability, business support, secondment opportunities and some commissioned services working towards the 5 key aims of the Anti-Racism and PRAP portfolio, which will be operationally focused to deliver the following objectives within forces.

Five Keys

- **Ensuring we have a diverse, representative workforce**
- **Eliminate disproportionality in our use of powers**
- **Listen to all of the communities we serve**
- **Highlight and remove disparities for Black children**
- **Gather trusted reliable data**

The 2025/26 focus for the national portfolio will be the promotion and progression of Black officers and staff. Each force will continue to deliver and be accountable for the four workstreams of the PRAP locally, using the maturity matrix to measure progress. Chief Officer leads in each force will meet with the portfolio holder to share good practice, barriers and challenges with named tactical SPOCs in each force, who will lead the local PRAP activities for that force.

3.3 Progress

Whilst it is clear that there are inconsistent levels of support for this work, there is a collective view that it is important and should continue.

The Independent Oversight and Scrutiny Board assessed the five years of the plan and found:

"Progress has been slow, uneven and too dependent on individual effort rather than institutional change."

Real progress can be seen in the nature of conversations and discussions within UK policing and the recognition that there is a much broader context of racism and racial inequality. The work achieved by the central team can be maintained and embedded locally.

Having a clear focus on operational outcomes locally will allow clarity and direct application to improved policing outcomes that are not only in keeping with the objectives of PRAP, but of policing overall.

3.4 Maturity Matrix

The matrix is with individual forces and a 'minimum requirements' communication has gone out to ensure that we can get initial returns from all forces by June 22nd, 2026. The minimum information requested aligns with ADR so should be available from existing force submissions.

The data contained in the matrix forms the basis for ongoing discussions with partner agencies and other portfolios to streamline the areas that can be measured and will best represent the core changes needed to increase the diversity of police forces and reduce disproportionality in use of policing powers.

Once all returns are analysed the intention is to publish force level information.

3.4.1 Decision requested on publishing of Maturity Matrix gradings

Forces have been requested to engage with their Black communities to undertake an external assessment of force self-evaluations against the Maturity Matrix. There has been a mixed response to community assessments of local forces, with some early returns illustrating differences between force and community gradings. The building of trust and confidence with Black communities is ongoing work, and the level of engagement has varied.

A decision is therefore sought regarding the most appropriate method for publicly reporting these findings.

Option 1: Individual Force Publication

Each force publishes both:

1. Its internal self-assessment grading; and

2. The corresponding external grading provided by Black community representatives.

Advantages

- Promotes transparency and local accountability.
- Enables forces to demonstrate openness to external scrutiny and challenge.
- Allows local context, improvement plans and community engagement activity to be articulated alongside the results.
- Supports direct dialogue between forces and their communities.

Disadvantages

- Draws focus to numerical scores rather than qualitative assessment and work.
- Risk of inconsistent presentation and interpretation across forces that may detract from community confidence.
- Potential reputational impact for forces where significant discrepancies are identified.
- May generate negative comparative scrutiny or media attention focused on individual forces comparisons rather than broader organisational learning and progress.
- Could discourage candid self-assessment in future reporting cycles

Option 2: Nationally Coordinated Reporting

The portfolio lead collates force submissions and publishes an aggregated national report, including:

- Overall themes and findings including a summary of each forces progress and challenges,
- A national overview of discrepancies between internal and external gradings; and
- Average variance data across forces.
- Case studies of outliers.

Advantages

- Provides a consistent and standardised approach to reporting.
- Focuses attention on national learning and systemic improvement rather than individual force performance.
- Reduces the potential for disproportionate reputational impact on individual forces that may detract from progress made.
- Enables identification of broader trends, common challenges and areas of good practice.

Disadvantages

- Accusations of reduced local transparency and accountability.
- Communities may feel that our delivery has fallen short of our original commitment.
- Risks masking significant variation in performance between forces.
- May limit opportunities for local scrutiny and tailored community conversations.

Option 3: Locally Determined Publication with National Reporting (Recommended)

Each force publishes its own maturity matrix assessments, including community gradings where applicable and the NPCC portfolio then publishes a national overview report as described in Option 2.

Individual forces can determine locally whether to publish their own force-level assessments and community assessments, in line with local commitments and community expectations.

Advantages

- Balances national consistency with local flexibility and accountability.
- Enables forces to honour existing commitments to local communities where appropriate.

- Supports national learning whilst reducing disproportionate reputational risk to individual forces.
- Allows forces choosing to publish to provide local context and improvement activity alongside results.
- May encourage more open and candid self-assessment.

Disadvantages

- Risks inconsistency in transparency and public accessibility across forces.
- May attract criticism where forces choose not to publish locally.
- Could create additional scrutiny of forces that elect not to publish.

Option 3 is recommended as it provides a balanced and proportionate approach, maintaining national oversight and organisational learning whilst allowing forces flexibility to meet local commitments and community expectations.

3.5 Governance

The NPCC Chair, Chief Constable Gavin Stephens remains SRO for the portfolio which sits in the Operations committee. The portfolio will refresh the programme board and call a stakeholder oversight board of key leaders and stakeholders which will meet twice a year to oversee progress against stated aims and to share good practice and progress across the criminal justice system.

There will be close working across linked portfolios with shared work including the DEI, the race, religion and belief, stop search, Children and Young People and Trust and Confidence portfolios and close work with partners including IOPC and CPS.

The network of SPOCS will be maintained and Chief Officer leads will meet regularly with the portfolio holder to ensure progress and prioritisation of the anti-racism commitment.

3.7 Chief Constables are asked to:

- **Note the update provided**
- **Agree the direction of travel and support for the 'Five Keys' for operational delivery of PRAP**
- **Agree to identify a Chief Officer lead for anti-racism in each force**
- **Agree to identify and support a tactical SPOCs in each force**
- **Agree to a decision on public reporting of Maturity Matrix assessment**