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## Chief Constables' Council Minutes

13-14 July 2022

### Attendees

AC Martin Hewitt	NPCC Chair
CC Sarah Crew	Avon and Somerset
DCC Trevor Rodenhurst	Bedfordshire
CC Nick Dean	Cambridgeshire
CC Mark Roberts	Cheshire
AC Paul Betts	City of London
CC Mark Webster	Cleveland
CC Michelle Skeer	Cumbria
CC Rachel Swann	Derbyshire Constabulary
A/CC Jim Colwell	Devon and Cornwall
CC Scott Chilton	Dorset
CC Jo Farrell	Durham
CC Dr Richard Lewis	Dyfed-Powys
CC Ben-Julian Harrington	Essex
CC Rod Hansen	Gloucestershire

CC Stephen Watson	Greater Manchester
CC Pam Kelly	Gwent
CC Olivia Pinkney	Hampshire
CC Charlie Hall	Hertfordshire
CC Lee Freeman	Humberside
CC Alan Pughsley	Kent
CC Chris Rowley	Lancashire
CC Rob Nixon	Leicestershire
CC Chris Haward	Lincolnshire
DCC Ian Critchley	Merseyside
AC Helen Ball	Metropolitan Police Service
AC Nick Ephgrave	Metropolitan Police Service
CC Andy Adams	Ministry of Defence Police
CC Carl Foulkes	North Wales
CC Paul Sanford	Norfolk Constabulary
DCC Simon Blatchley	Northamptonshire
CC Craig Guildford	Nottinghamshire
CC Winton Keenan	Northumbria
ACC Scott Young	Northumbria
CC Lisa Winward	North Yorkshire
DCO David Page	Police Scotland
DCC Mark Hamilton	Police Service for Northern Ireland
ACC Alan Todd	Police Service for Northern Ireland
CC James Vaughan	South Wales
DCC Tim Forber	South Yorkshire
CC Chris Noble	Staffordshire
CC Stephen Jupp	Suffolk
CC Gavin Stephens	Surrey
CC Jo Shiner	Sussex
CC John Campbell	Thames Valley
DCC Alex Franklin-Smith	Warwickshire
CC Pippa Mills	West Mercia
CC Sir David Thompson	West Midlands
CC John Robins	West Yorkshire
CC Keir Prichard	Wiltshire
CC Lucy D'Orsi	British Transport Police
CC Simon Chesterman	Civil Nuclear Constabulary
CEO Andy Marsh	College of Policing
DDG Graeme Biggar	National Crime Agency
Colonel Kris Rotchell	Royal Military Police
Wg Cmdr Mike Dixon	Royal Airforce Police
Wg Cmdr Nicholas Card	Royal Airforce Police

Cmdr Dean Oakley  
CO Ruari Hardy  
CO Robin Smith  
CO Gary Roberts  
CC Chris Eyre  
Cmsr Ian McGrail

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

**In attendance**

Act Exec Dir Yvonne Cooke  
DCC Janette McCormick  
Professor Paul Taylor  
Lianne Deeming  
ACC Owen Weatherill  
DAC Dean Haydon  
CEO Ian Bell  
Bethan Page-Jones  
Owen White  
Darren Scates  
ACC Chris Todd  
AC Pete O'Doherty  
DCC Nav Malik  
Chris Walker  
Aimee Reed  
John Black  
Simon Parr  
Tony Rawlinson  
DCC Tyrone Joyce  
DCC Simon Megicks  
Supt Tony Josephs  
Paul Taylor  
Sir Patrick Vallance  
Sir Anthony Finkelstein  
HMI Andy Cooke  
Steve Hartshorn  
David Brewster  
Heather Baily  
Paul Fullwood  
Gemma Stannard  
Tracy Holyer  
Hannah Hart  
Lee Milton  
Richard Hampson  
Wayne Nash

Garda Police  
Operation Uplift  
NPCC Chief Scientific Officer Policing  
CEO Bluelight Commercial  
NPoCC  
Metropolitan Police Service  
Police Digital Service  
Home Office  
Chief of Staff, Police Digital Service  
Chair, National Police Technology Council  
NPCC Lead for Data Analytics  
City of London Police  
OCIP  
Associate Partner, Chaucer  
Director of Data, Metropolitan Police Service  
Home Office  
Home Office  
ACRO  
NPCC Inclusion and Race Equality Programme  
Norfolk Constabulary  
Metropolitan Police Service  
Chief Scientific Officer  
Home Office  
Home Office  
HMICFRS  
National Chair, Police Federation  
Operation Hampshire  
Security Industry Authority  
Security Industry Authority  
NPCC Strategic Hub Lead  
NPCC Reform Lead  
NPCC Strategy, Planning and Performance (SPP) Lead  
NPCC Strategic Planning and Risk Manager  
NPCC Business Support Manager  
NPCC Staff Officer to NPCC Chair

Mark O'Donoghue	NPCC Staff Officer to Strategic Hub Lead
Sherry Traquair	NPCC FOIA Officer
Fiona Greenlees	NPCC FOIA Officer
Andy Begent	NPCC Data Protection Manager
Victoria Arnott	NPCC Government Liaison
Jon Malcolm	IMORCC Committee Coordinator
Nicola Growcott	NPCC Head of Communications
Andy Begent	NPCC Data Protection Manager
Tom Keating	NPCC Communications Officer
Vicky Reay	NPCC Business Support Officer
Mark Farey	NPCC Business Support Officer
Cathy Willis	NPCC Executive Assistant to NPCC Chair
Nazmin Lalaounis	NPCC Business Support Officer

## **SESSION 1:**

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

The minutes for the previous meetings held were agreed:

**Decision:** May 2022 – Agreed

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

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

#### **(Knighthood)**

- Iain Thomas LIVINGSTONE QPM, Chief Constable, Police Service of Scotland

#### **(Officers of the Order of the British Empire (OBE))**

- Simon CHESTERMAN QPM, Chief Constable, Civil Nuclear Constabulary. For services to Law Enforcement.
- Andy RHODES, Service Director for the National Police Wellbeing Service, College of Policing. For services to Emergency Responder Wellbeing and Mental.

#### **(QPMs)**

- Sarah Jane CREW, Chief Constable, Avon and Somerset Police.
- Pamela Charlotte KELLY, Chief Constable, Gwent Police.
- Lisa Jayne WINWARD, Chief Constable, North Yorkshire Police.

#### **Appointments**

- CC Richard Lewis – Dyfed-Powys Police has been appointed as PMCC Chair on 20 June.
- Jim Colwell has been appointed as A/Chief Constable for Devon and Cornwall Constabulary.
- Mark Rowley has been appointed as Commissioner for the Metropolitan Police.

### **Retirements**

- CC Carl Foulkes – North Wales Police last meeting of Council.
- CC Shaun Sawyer – Devon and Cornwall Constabulary last meeting of Council.

### **CHAIRS UPDATE**

#### **Protest Planning**

**Decision:** Update provided in main session item 5 on the agenda.

#### **Cleveland Police Changes Update**

**Decision:** Chiefs noted the update on the changes to the chief officer teams and agreed to encourage chief officers to apply for the current Deputy Chief Constable role advertised.

#### **Sustainability**

This is and will continue to be a big issue going forward. There is a board which has been set up for sustainability with people leading on fleet and estates but there is a need for more operational staff to step up and get involved with this work. The various sustainability legal requirements and challenges have to be met and this will be costly. The Policing sector should be seen to be leading on this as well as working with other emergency services. There is a good amount of people from the staff functions but focus is now on the operational link in. Operational people are required to support the teams and ensure the solutions which have been put in place are practical.

Chiefs noted the update.

#### **JICC Collaboration Agreement Update**

There has been a steering group meeting. There was initially some nervousness about Police Officers coming out of the ICC and into this new entity. There are still a few threshold points to be met but this should be up and running from the beginning of October and Chief Officers will be kept updated on this.

Chiefs noted the update.

#### **NPCC Coordination Committee Vacancies**

There is concern about the increasing number of national vacancies which are not being filled and there is a need to have a national voice to progress things particularly with government. There was a discussion about considering people in temporary positions for some of these roles and the need to reinforce the message to the APCC that being a Chief Officer involves the taking on of national

portfolios (some of which are huge) which will involve spending time away from force to focus on these national commitments. The issue of reviewing the number of portfolios but also the level/rank required to lead on them was also discussed.

**Decision:** Chiefs agreed that T/Chief Officers (ACC level and above – equivalent ACO) and Police Staff going on SCC can apply for all NPCC Lead roles.

**Action:** The College will support by holding a 'Being a NPCC Lead' CPD session

**Action:** NPCC Coordination Committee Chairs through the NPCC Strategic Hub committee review work will look at the number of portfolios and working groups in their response areas.

**Action:** Update will be circulated to all forces and the College of Policing will help by promoting national lead roles via the SCC.

### **All Chief Officers Day**

**Decision:** Chiefs agreed with the need to continue holding all chief officer days.

**Action:** NPCC Business Support team to circulate diary/calendar invite for the October date to all chief officers.

### **NPCC Criminal Justice and Diversity, Equality and Inclusion Chair Roles**

**Decision:** Chiefs agreed to encourage submissions for both roles currently open nationally with the NPCC committees.

### **New National Serious Organised Crime (SOC) Lead Appointment**

**Decision:** Chiefs congratulated CC Steve Jupp on his appointment as the new national SOC lead.

### **Change and Improvement Board**

This board has now been set up now that the NPCC has grown and become established. It was stressed that this is not a place where any decisions are being made in respect of what is going on in the Coordination Committees but is to look at how things operate in the middle and does not reach out into any Committees or portfolios. It is internally focused.

Chiefs noted the update.

### **Government Role Changes and Pay Update**

The Home Secretary will be staying in post until a new leader is appointed. Kit Malthouse has been promoted up to become Chancellor of the Duchy of Lancaster. Tom Pursglove is the new Policing Minister. Some ministers have been appointed but just as a holding position until there is a new leader when a new Cabinet and a new Home Secretary will be appointed. There has been a period of continuity but as of 5 September this will all change. The economy will be the Government's top priority so they will have to see what happens.

There is the Civil Service Cuts 2025 with 91,000 roles to be removed – there is no suggestion that things will change on this front. The process will carry on with proposals for smaller governments, saving money and where spent, policing money will be spent on the ground to directly deliver service to public.

Borders and Immigration will remain operational and important.

NCA- anything not covered will end up being taken up by policing.

CPS – CJ has always been a key priority for the government but will affect policing if they further reduce the amount that they get from CPS.

Chiefs noted the update.

### **Pay Update:**

The PRB submission went back into the Home Office just over a fortnight ago. They have been chasing officials on this and an announcement is due.

If there isn't going to be more money forthcoming then they need to look collectively at what they want in terms of Policing mission, the shape of the NPCC etc so they can plan collectively in advance.

### **Forensic Accreditation Legislation**

The bill around Forensics will become law later in the year. There are issues and concerns around accreditation, and it is likely to be a difficult period. An update and input will be provided in September at CCC and then in December with UCAS brought in to try and develop that understanding as it is likely to get quite tricky across a range of forensic services. The number becoming law in the first instance will be reduced down and there will be a tiered approach.

There were 53 scientific accreditation activities but 15 of them have been taken out. The requirements have been reduced on the SARKS and the FCIN and Fire Accreditation have been moved into Phase 2 of any accreditation which could be 18months-2 years along the line. FCN are doing a landscape review of where forces are against those 53 accreditations so it can almost be RAG rated to give specifics around where forces are within the accreditation progress. The issue of feeding into funding bids was raised and pushing back on the cost of it.

Chiefs noted the update.

**Action:** FCIN paper to be submitted at the September Chiefs' Council meeting through the regional process for feedback.

### **College of Policing Update**

When working with NPCC leads and looking at standard settings, minimum standards should be looked at and not forensic type standards. NPCC and CoP will do a joint response to the Strategic review of policing. The work is ongoing and will come out in the regional papers for August.

Some key issues were raised:

- 1) Finance – A paper was circulated to provide complete transparency on how much money the College has got and what it does with it. There have been some difficult issues regarding charging and full cost recovery. The College is bound by treasury rules. There have been some tricky issues with the small island committees and hopefully they can work through these issues diplomatically so the CoP can be given permission to treat them the same as the rest of policing. The finance pressures for forces are ongoing. Since 2015, the CoP has had a 27% real cut in income. The CoP wants to ensure a year-on-year efficiency drive to make their own savings. It is not possible for CoP to carry money over between years, draw on reserves and borrow. The aim is to try and ethically generate as much money as possible from charging out of the sector of policing so they can subsidise and provide more services at a lower cost.
- 2) In the last few weeks, the Police Perpetrators Domestic Abuse super complaints were published. The CoP has worked hard with their peers in the HMIC and IOPC to make sure that any shocking headlines have been captured which they were uninformed about. The outcomes are that police perpetrated Domestic Abuse allegation are the same as other ones. Some forces should do more to take account of special needs and circumstances that can apply to both the offender investigation and where the victim sits within the organisation themselves. Misconduct investigations were not always carried out when they should be or safeguards to demonstrate the impact of investigations and decision making. Chiefs are required to review live cases and cases which have been closed within the last 12 months. Some forces have already done this. Investigators should have no previous connection with any parties involved. CoP needs to refresh guidance. The issue of duplicity with VAWG was raised and will be looked into.
- 3) Non-Crime Hate Crime Incident recording:  
  
The Interim guidance will be more formal in the coming weeks. Two of five appeal elements have been won, three have not. Non-Crime Hate Incident reporting will only be recorded if lawful, necessary, proportionate. This has a chilling effect on free speech. Police identify incidents early on to spot people and stop later serious harm. Need to exercise more common sense around recording. Should be recording less and keeping out of politics.
- 4) PNAC only has a 38% pass rate up from 32% last year but this is still too low with not enough people passing. Just 2 out of 8 BEM candidates have passed. There is the need for identification of talent. Tyron is working on SCC reference group. Consultation on SCC and PNAC process – SCC needs to change.

Chiefs noted the update.

### **Police Covenant Pledge**

**Decision:** Chiefs agreed to pledge their support for the Police Covenant with further comms going out internally and externally after the Police Polfed Bravery Awards.

### **Police Heritage Maturity Model**

In April, there was the Police Covenant grant sent with Police, crime, Courts bill. Board in place chaired by Home Secretary and a delivery group. Good work through the delivery group – Chief Medical Officer appointment. PEFQ mental health resilience training, bereavement counselling /data solution – Operation Hampshire. The pledge will be signed at the Bravery Awards tomorrow. It will mark the start of the journey in terms of the covenant. Home Office is leading on the Comms.

**Decision:** Chiefs noted the update and the following recommendations from the paper:

- Forces are asked to carry out the self-assessment against the model over the next 5 months (by the end of November).
- Forces intending to carry out this work are asked to notify the Heritage lead by 1<sup>st</sup> September so coordination support can be put in place.

### **Digital Public Contact – VAWG**

They are delivering for the Service on this and for the public. VAWG are pushing the digital strategic intention and there is a real intention that through the VAWG work, there is a national digital provision around reporting and support. There is still work with Coordination committees to move that work through. What is on offer is a digital support through single online home so for forces with single online home, these are just additional offerings. There are two forces in the country already taking the VAWG report and support, For example with Merseyside if you wanted to report a rape, you can digitally but there are a whole range of services around that, localised services with links and support. With single online home , it is just about turning some functions on, you don't have to take them but it opens that repertoire of digital reporting and service. It will be clear that 999 should always be used if something is happening and the individual is at risk.

**Decision:** Chiefs agreed the following decisions from the paper:

- To create a national online reporting service for the specified VAWG offences on Police.uk by March 2023 with the ability for users to provide protected characteristic data at the point of reporting.
- Chiefs supported a national mandate to progress and with a further detailed update to be provided to Chiefs' Council in the autumn.

### **Race Action Plan – Improving Policing for Black People**

Nationally workstream leads are working at defining the actions they have and in the next three weeks there will be some detailed assessment around some of the capability gaps. Locally some forces have reached out in terms of identifying good practice or being honest about some of the goals they have. Forces have supported the plan, they have launched the black staff survey which is now with the College and there is the planned survey which ends on the 8<sup>th</sup> August. There are significant variances in aspirations from forces, some are very supportive, some are almost entirely silent and cannot expect full engagement from staff if Chief Officers aren't willing to do it.

Deadline when would like feedback on consultation.

Programme board September – talk about items to land next.

**Decision:** Chiefs agreed the recommendations from the paper:

- Chiefs noted the update provided and will consider what is each force’s public stance on the plan and how they will seek to challenge policy and process within their respective Force areas.
- Supported sharing the survey via force platforms.
- Supported sharing the Black Workforce Survey

## **REGIONAL PAPERS**

### **Pre-Charge Bail Legislative Changes**

Chiefs noted the update.

### **NPCC Criminal Justice Coordination Committee**

Chiefs noted the update.

### **Access to Occupational Health for Chief Officers (Wellbeing)**

**Decision:** Chiefs agreed the following:

- The range of options available to members will be proactively communicated to members of the respective staff associations including any process agreed with Police Care UK.
- Noted the range of options being explored
- Agreed with the process outlined that enables access to an independent force’s OH where that is the most appropriate avenue.

### **NPCC Comms Service Level Agreement**

See session 10 for decision.

### **National Standards for Detective Entry Pathway Recruitment**

**Decision:** Chiefs agreed, the College standards are the set approach however where forces didn’t want to adopt they could derogate. If chiefs choose to derogate they should document the reason why this doesn’t work in their force and feed this in so the standards set by the College can be reviewed.

### **National Standards for Police Community Support Officer Recruitment**

**Decision:** Chiefs agreed there needs to be the ability for local chiefs to have a role in selection process. Assign powers to meet the local requirements and flexibility. Chiefs agreed, the College standards are

the set approach however where forces didn't want to adopt they could derogate. If chiefs choose to derogate they should document the reason why this doesn't work in their force and feed this in so the standards set by the College can be reviewed.

### **Police Science and Technology Strategy**

See session 9 for decision.

### **Science and Technology Coordination Model**

See session 9 for decision.

## **Session 2 – IMORCC**

### **IMORCC Committee Changes**

**Decision:** Chiefs noted and supported the change of name from IMORCC to Digital, Data & Technology Coordination Committee with the aims of achievement outlined going forward.

**Action:** Chiefs agreed to support encouraging their chief officers to apply for future DD&TCC portfolio roles which will be advertised soon on ChiefsNet.

### **Police Digital Data and Technology Strategy – Review**

**Decision:** Chiefs agreed the following next steps from the presentation:

- Run workshop to develop and validate findings and to confirm key gaps and focus areas
- Ensure future digital bids and products are aligned with outcomes

### **Joint Data Controllership Agreement**

**Decision:** Chiefs agreed the following decisions from the presentation:

- Agreed need for a constitutional instrument for Joint Controllership.
- Agreed all principles outlined.
- Agreed to commission for further work to identify how to best provide DP support for NPCC activity in view of apparent capacity issues within forces.
- Agreed to commission DD&TCC to review what data governance capacity is required to support NPCC data processing work.

**Action:** Creation of NPCC constitutional instrument (coordinated by IMORCC now DD&TCC) for sign-off by all relevant Chiefs at September QA Panel and Chiefs' Council meeting.

### **National Data Analytics Capability**

No decision required to be made during this session.

### **Information Assurance Portfolio**

No decision required to be made during this session.

### **Reform Project Update**

**Decision:** Chiefs noted the update and following:

- The Reform Project is addressing the issues across Portfolio, Programme and Service Delivery – focusing on transitioning ownership and control to the sector
- Any transition needs to be undertaken in an orderly and well managed approach with appropriate transfer of resources
- The sector needs to have sufficient decision rights in the development and maintenance of systems
- Target date for a strategy to be in place by October 2022.

### **Police Digital Service (PDS) – Operational Update**

**Decision:** Chiefs noted the update and welcomed the following offer from PDS:

- Focusing on the areas that forces find particularly important and facilitating access to solutions.
- Developing clear national standards in a range of areas, helping to provide clarity for forces.
- Forming strategic partnerships to leverage expertise from both the private and public sectors.
- Helping forces to realise significant cost avoidance and realisation of benefit.

### **Session 3 – ESN and ESMCP**

**Decision:** Chiefs agreed the next steps in the proposal outlined in the presentation:

- The Home Office (HO) Programme team to determine the preferred route (re-lotting or re-procurement)
- The HO Programme Team to provide the NPCC with the new high level timescales of transitional arrangements – consider the size and scope of the Reg Programme Team.
- HO programme team to consider the current work packages being completed by Regional/Local Programme teams and to determine an evidence based and risk based review of ‘pausing or stopping’ such activity.
- Supported the NPCC Finance Committee in Spending Review decision making (Re-purposing options)
- Chiefs agreed the request to retain infrastructure in the interim, acknowledging people impact.

**Decision:** Following the above a new assurance and strategic case position paper should be presented to all chiefs.

### **Session 4 – ACRO Demonstration**

Management of ACRO (Criminal Records Office ) falls under Hampshire Police, with the NPCC Chair having responsibility for the oversight board. ACRO is a global brand providing services across the world. Over the last decade ACRO sent over 1,000,000 requests out, with UK law enforcement

community asking other countries for criminal record information to help with investigations or sentencing information to help safeguard the public. ACRO has also received about 200,000 requests in the last decade from other countries requesting information from our police national computer to help with their criminal justice endeavours.

ACRO get notified by other countries of UK nationals who have committed offences and been convicted. ACRO transfer those offences onto the police national computer, to help with safeguarding and Offender Management, and over the last decade, half a million criminal records have been notified out from the UK police and to other countries.

ACRO notify out more than get back in, but that shows UK policing to be a leading capability across the global record exchange community.

ACRO is a global brand and it's well known across the world because of its services it provides, so there is reluctance to change the name.

Over the last decade, ACRO has sent over 1,000,000 requests for information, That is the UK law enforcement community requesting aid from other countries across the world, for criminal record information to help with investigations or sentencing information to safeguard the public. At the same time, ACRO has had about 200, 000 request from other countries requestion information on other countries nominals and information we hold in our police national computer to help with their criminal justice endeavours.

ACRO is public service, but has got some commercial endeavours. ACRO is semi commercial and a semi public service. In terms of the governance arrangements, Section 22 agreement binds ACRO into legislative capability to deliver the services, all the chief constables and all the PCCs have signed that Section 22A agreement. Support and guidance from the governance board chaired by NPCC Chair and direction and control by Ma'am Pinkney, with a host force model hosted by Hampshire constabulary to help with that back office capability to enable ACRO to do what it needs to do.

Number of international capacity building projects at the moment. Currently working with Pakistan. ACRO have centred on the Punjab because of the profile in terms of where people migrated to the UK from, analysis showed Punjab is the place to focus on. Now at a point where a joint delegation sent from Acro colleagues with the Home Office and the NCAA forming a rudimentary stage of criminal record exchange, with plans in September - November to sign an MRU potentially. The next phase of that will be looking how biometric information is shared. The other areas that ACRO is working on is the Western Balkans. Great success with Albania, capability being sent to Kosovo, and that's around improving criminal records record exchange with the Balkans, primarily to help with SOC's disruption. ACRO have driven their capability across the Western Balkans and also doing some good work in the Caribbean as well in terms of criminal record exchange and coming over the hill will be a criminal record exchange project with India, which is something that the Home Office are pushing really quickly, hoping to use the learning with Pakistan to try and develop something with India.

The NPCC Chair thanked the speaker and invited questions and comments from Chiefs. The NPCC Chair commented that ACRO could be broken down simply to records exchange but fundamentally it's about safety. Safety of people overseas and vice versa and particularly around children, and work

around child protection is mission critical. NPCC Chair recommended anyone who does get the chance to go down to visit, as an eye opener for the range of activities undertaken and certainly through what's being done through the Governance Board.

Chiefs discussed the sort of business development idea in mind, whether there is a chance to get to a model that would be fully self-funding? The speaker said that that was one of his ambitions when he first started at ACRO, recognising the financial pressures that are coming over the hill. He was keen to up the commercial endeavour and invested some development time within our development departments with a view to doing exactly that. Although the ambition is to be self-funding, not going to achieve that within the next three-year period. But wants to review that and its certainly one of the strategic objectives and why ACRO is investing in the commercial endeavour side of things more

Chiefs overall agreed policing is very lucky to have the quality of an exchange capability like ACRO, and it is a little bit of a hidden gem. The necessity of it is doubly underlined by the global nature of crime and policing now. And without that sort of network, we weren't able to protect our people at home or internationally, just really wanted to put on record thanks to Tony and Rob Price the outgoing Chief executive and to Olivia for hosting ACRO in Hampshire.

The NPCC Chair confirmed Rob Price is retiring in August, Julian Fletcher, was selected through the process to take over from Rob and is very experienced in and around matters ACRO. NPCC Chair thanked ACRO and commented on being excellent important asset

**Decision:** ACRO to send out overview of what chiefs and forces can access for support on.

#### **Session 5 – Policing Protests (Closed)**

#### **Session 6 – SOC PUP Allocation 2023/24**

**Decision:** Chiefs agreed the following next step from the presentation:

- The SOC team acting on feedback from Chiefs' Council would engage on further consultation with ROCUs, SOC ACCs, Portfolio leads and the Home Office.

**Action:** Dedicated SOC lead to present SOC Uplift recommendations to Chiefs' Council in September.

**Decision:** If the September 22 Chiefs' Council paper above is agreed then from April 23 – Uplift of final 425 officers in to SOC Policing commences.

#### **Session 7 – Strategic Policing Requirement and Policing Protocol Discussion and SCC/PNAC Discussion**

##### **Strategic Policing Requirement and Policing Protocol Discussion**

Session was cancelled.

##### **Strategic Command Course (SCC) and PNAC Discussion**

**Action:** SCC Report will be circulated to all chiefs.

**Action:** Chiefs agreed that PNAC processes required review by the College of Policing who agreed.

**Decision:** Chiefs agreed to provide feedback into the survey circulated.

### **British Overseas Territories Hurricane Response**

**Decision:** Chiefs agreed the following proposals from the paper:

- Volunteers are sought to fill an overall cohort of 300 officers – sufficient to be able to release up to 60 if required
- All volunteers must be willing to be deployed at very short notice (within 3 days) for a deployment of up to three weeks. They should also note that conditions are likely to be arduous
- Assumed provision would be for general patrol duties, formed into 8 serials with Sgt and Insp support as appropriate (there is no requirement for forces to provide complete serials)
- Each deployment would also require a Ch/Insp or Supt to lead the deployment and perform a Bronze command function, working to the local police commander. Public order and/or Magic/Jesip training for command functions would be advantageous
- Each deployment would also include a mutual aid liaison officer to manage staff welfare and provide the link to home forces/NPoCC as needed (NPoCC now regards this as best practice and has worked very well for recent large scale deployments)
- Once volunteers are identified, NPoCC will identify availability from volunteers which enables a standby shortlist for each week through to 1<sup>st</sup> November
- Each weekly standby list would be for 60 officers (8 serials of 1 & 6, plus 2 Insp's), 1 x Supt or Ch/Insp, and 1 MALO and would be spread across forces to minimise abstraction impacts

### **Engagement with the Prime Minister's Delivery Unit No10**

**Decision:** A list of priorities was discussed and agreed in the meeting with chiefs and these would be submitted for further engagement with the No10 delivery unit.

### **Session 8 – CT Policing Update**

No decision required to be made during this session.

### **Session 9 – Police Science and Technology Session**

The session lead informed chiefs his seeking agreement to push ahead with the overall strategy and delivery of a coordinated model. There have been some useful critiques from the regional feedback but felt these challenges could be overcome. Discussion in the session focused on how we progress and fund these ideas. Sir Patrick Vallance and Sir Anthony Finkelstein will be able to bring their experience to assist with this.

Sir Patrick Vallance spoke and informed chiefs Police forces have already done a lot to embed innovation and to adopt new technologies and this is a good time to look at what the future looks like and how this can be improved. In my role as Government Chief Scientific Advisor and National Technology Advisor my first duty is to give scientific advice and present the evidence behind that to the Prime Minister and Cabinet for policy and for operations. And the second is to make sure that we use science and technology for the benefit of the country and now the view very strongly in government, and I think, in opposition, and indeed across all of the political parties, is that science

and technology is a growth story. To get out of low growth we build on the expertise we have in universities and elsewhere and apply it, develop companies, and then grow innovative companies. This is a way to get growth and prosperity and all the things that follow from that, including of course, security well-being health and the things that we care about, including the environment. If you look across the world, eight out of 10 of the 10 top companies in the world are essentially dependent on R&D and science and technology.

Those companies have outgrown all the others by a long way and last in in September 2021, company alone, Apple was worth more than the entire London Stock Exchange. Those countries that invest in science and technology use it and pull it through and apply it do better than those that don't. And the same is true for public sector and other organizations around the world. So the ability to use and pull through science and technology is crucial at a national level and at an organizational level.

The session lead addressed some comments on the papers. The first is around the science and Technology Strategy. It's about engaging widely so that we pull those nuggets through from industry and academia which could be of value to us. It's about evolving strategically to get those initial ideas and ensure that very early on science and technology is fit for purpose. Some have asked what should a Research and Innovation lead be, and the strategy is for each force to have somebody who represents Science and Innovation as. The next is this notion of a coordination mechanism and how to take all of those wonderful lights that are under bushels in all of your forces and highlight them at a national level so that we can act strategically upon them. I adopted the process that we use for our national committees, that we have local force representation that feeds into a regional process that then sits on a National Research and Innovation board. It is important to eliminate duplication. In the recent staff funding round, and we've found three forces bid for the identical thing, so we were able to deliver for three forces through one investment. We had four bids for things that forces wanted to develop, which already exist and through my office we put them in touch with the existing projects and saved money. A national coordination model will be slower than sitting in a meeting, agreeing and getting on with it. However, in my experience of about eight years now running, programming, research and development, the time that it takes is probably less than you expect. Currently, the Star program gets from initial submission to decision within six weeks. During this time we're doing quality assurance, conducting independent reviews. We're doing ethics at the highest standards of research ethics and are doing other national assurance processes, checking others haven't invested it already in these processes. The second thing we do during that period of six weeks is we have access to a wide set of delivery mechanisms. We are able to go to the people who can do that particular job the best, not necessarily the local university, but the university with the expertise to deliver the best outcome.

The third thing we do is we think very carefully about what the follow on implications are. What is it going to cost in terms of and liaise with College of Policing and others. The model will not be as agile as a single force R&I mechanism. But the time spent in that period is a useful investment and I would encourage you to allow us to build this coordination model.

The big issue though is how we are going to finance this. There is the Home Office commissioning Hub. There is a pot of money to commission research and innovation but, as of this year, all of that money is now spent on servicing existing science and technology, rather than innovation. There is a small pot of money in the STAR fund. The annual requirement if we were to try and fund everything received and rated by our independent reviewers as good or better would be £22 million. While it may be asked if this is something that that central government could commit to, and while this is

worth pursuing we need to consider how much we own this versus relying on others. Some suggested a buy in model with projects proposed and then forces individually buy in – that would be a very difficult system to run because of the difficulty in asking partners to commit support when not we do not know how much would be invested by us. We then come to the option whether we can commit to a minimum amount given the coordination and the opportunity to look at the investment portfolio. I've spoken to the Finance Committee taking the task and finish group forward to look into options.

There was general agreement that a national programme would be a better option although there were concerns over how centrally run programs landed in the past. There was also a need to look at how funding would be found and allocated – most supported looking for external funding as the amounts required are too large for forces to commit to. As APCCs oversee expenditure there would need to be a strategy to interact with them. We need to be able to demonstrate that this investment would have a long term benefit. There is also a need to look at how we deal with other governments agencies and influence those – for example to develop the use of drones within policing we would need to interact with Civil Aviation Authority. The possibility of looking to incentivise private investment to provide affordable prices to the public sector and recoup cost from then selling internationally. During the pandemic there was a shift to a greater to shift to a more innovative approach rather than just driving down cost, and this has led to greater investment in the UK. Suggested that out of the ideas suggested the top 5 or 10 would be prioritised. It was queried how the council could help with design of projects such as retrospective and live facial recognition and fraud in the future. Care in language used when setting out communications is important – setting out benefits in a relatable way would assist with buy in from all groups. Getting a range of stakeholders involved who have had previous experience would help to mitigate issues.

Scaling digital forensics is a problem we share with others, such as defence, so there is a scope for joint working in the future.

Anthony Finkelstein - The first very high level observation, which is worth making is that science is essentially about thinking better, and there is not better investment than actually being capable of thinking better. The next is that the paper circulated contains an excellent strategy, but it's not going to work if it is seen as 'Paul's strategy', it has to be owned by all. The next thing to observe is the exponential acceleration in change in science and technology. Moore's law is the idea that chip speed doubles every 18 months. Think that the first mobile phone you had, and the phone you have now. Think about that capability and now think about the increment in capability again. An exponential change in science and technology capability means a linear response will leave you further behind. You have to consider affordability but when facing up to an exponential change have to consider what the affordability of not taking action might be. Two further quick observations that I want to reinforce – in the political environment virtually every leadership candidate references science, technology and innovation as the way to move out of being a low productivity service economy. The last point I'll make about the interactions across government and enabling, is that the network of Chief Scientific Advisors play a really valuable role in across the Home Office and elsewhere.

We have in the UK a pretty good science advisory architecture as proven during the pandemic and the network of Chief Scientific Advisors is at the heart of that, supported by Science Advisory

Councils (SACs) I have the honour of the being the Chair of Police Science Council. To summarise, it is there to provide access to a group of senior experts across a whole range of areas, behavioural science, crime, science, electronics, sensors, engineering, materials, risk, digital forensics, criminology, economics, physics, chemistry, Industrial innovation, engagement, cyber etc. Our function is firstly to provide you with assurance, to give you confidence in the quality of the work and the methods that you're going to be deploying. The second is to be a critical friend to the chief scientific adviser.

The relationship of science to other strategies is in a sense is an ecosystem in which the others fit. Taking the police digital strategy as an example, the innovation that comes through science and technology would be we work with them in the up from the beginning, before reaching a level of maturity and then pass it off to PDS to deliver it, working alongside Blue Light Commercial regarding which contracts are needed. My job is to create the system that allows delivery. We have been working closely with counterpoints in other areas of government and deliver together, for example with drones working with CAA. I would like your permission to try and begin to develop some kind of coordination so I can actually articulate to you all what the what you as a group of forces do see as the big ticket items. And I will do the work to evaluate what that will deliver for you and how much it will cost. And then we can bring that back with your permission to achieve Council and have a conversation about the various options if that is acceptable.

### **Science and Technology Strategy**

**Decision:** Chiefs agreed direction of travel and principle of the strategy.

### **Science and Technology Coordination Model**

**Decision:** Chiefs agreed this model needs testing and challenging before implementation.

**Action:** Paul Taylor with the Chair of NPCC Finance Coordination Committee will pull Task and Finish Group together to look at testing and accessing funding opportunities to help support implementation of the model and strategy.

**Action:** Paper based on the results from the task and finish group will be submitted to a future Chiefs' Council meeting.

**Action:** Chiefs to send suggestions to the NPCC CSA on any subjects chiefs would like research on that would be available through the Police Science Council.

### **Session 10 - NPCC Comms Service Level Agreement**

The NPCC Chair invited the NPCC Head of Comms, to speak about the communications service level agreement. Papers were sent to be considered as part of the regional papers ahead of this Council. The NPCC head of Comms discussed the context of the SLA. The document is designed to be an overview of our service offer and to make it easy, straightforward for teams to access those services and products, it's complementary to our comms strategy. It includes within it a process for a new prioritisation process for making decisions about the level of communications support we provide on proactive communication to different topics, different portfolios. The evaluation of it will be really important, confident that we need a process that is that is fair and consistent in making decisions about priorities. Head of Comms is confident it has a good starting point within that document, but equally not going to have the processes perfect straight away. Going to need to test those, use them and then refine them as we as. So there is a commitment to continuing evaluation and refining it so works, for everyone.

Changes being made are based on feedback received. A quick guide at the top of the document will be added on the most important points and some of the processes, making it visual, clear and easy to easy to pick out. It will be a bit more detailed below that for those that need it. It will say a bit more about the specific engagement between comms teams', so a bit more about that. Comms to comms engagement and how that will work in key elements of our interactions.

The head of Comms said there will be more to specify how police force communications teams can use the tiered system that are being establishing in term of the level of support that they provide to NPCC led initiatives. So that feedback comes particularly from engagement with communications teams, and quite strongly from the London region. Finally, to provide more guidance to NPCC leads whether a project is going to receive minimal or no support from us, how and what does that NPCC lead then do. And it's worth kind of highlighting that the feedback received from regions has quite different views about the approach that different constituents would like in those circumstances, but will try and find a sensible balance between those.

Chair of CAG in lead role, thanked Nicola and wanted to say a few words of reassurance, that it's been looked at really carefully in the Communications advisory group, which he Chair's and also there's a related organisation that heads of comms work in in their APCOM network. The chair spoke about getting some priorities and organisations to what we're focused on nationally. That doesn't mean to say that there aren't other areas of development that are important to our sort of national plan and vision. So for example, under the CAG, we have five work streams working on key things that all of you I'm sure I'd be supportive of and will keep a close eye on how it develops through that advisory group.

Chiefs discussed whether the NPCC was confident that it's going to have the agility and flexibility to deal with some of the sentiment that's out there with the public? Is it flexible enough?

Head of Comms confirmed yes she is confident that it is agile. There were different elements to it. So putting in more process around prioritisation, one being business planning process that will happen annually and will pick up what are the big issues are and what do we then need to be doing from a proactive communication perspective. There are also processes in there that mean where there are requests that come from NPCC leads that are outside of what we've already agreed collectively is important to focus on. And then there were processes to pick up those things, but that is separate to us doing the necessary issues management and news handling which is which is absolutely essential that we do. So we're not putting new processes around that element of things.

Chiefs were informed that firearms and taser isn't necessarily up there as a strategic priority, but the minute there's an incident it's sort of overwhelming and therefore there is work done in downtime to engage with journalists, to engage with lobby groups, Amnesty, Liberty, all of that. A lot of work that has to go behind that, and it's not necessarily going to fit the criteria to be a priority at the beginning, but we would all collectively value that when we've suddenly got your Chelsea Bridge or you've got a shooting actually the work done in the downtime is important, so nervousness is that some areas which do help to define the public's view of policing aren't up as a priority, then when we've got our back to the wall a little bit, then we regret that we haven't done it. Comment made because asked for some work recently and told it's not necessarily in the priority list. So unsure where it sits, if it's, if it's not included.

Head of Comms was aware of the piece of work referred to and was aware there were still some conversations happening. The reality is the spread of the NPCC, the remit is very large and the resource that is there from a communications perspective is small and choices have to be made. One of the things very much want to do is where there is a limit to the support, provide further support to NPCC leads and their teams. If they can do more of that work in a more self-service way, we can provide advice and templates and putting in touch with people, journalists that could talk to and brief about Taser even if not able to put a lot of resource into actually doing some of the doing.

Chiefs were in agreement that they were not entirely persuaded with it. Probably needs further work to pick up the conversation after, but there are portfolios in the room that need attention from Comm's team, certainly if we take some of violence against women and girls, some of the domestic abuse work and you know, are you confident that we are all signed up to prioritising the ones which are in importance? You, you know, if you take child Q there are NPCC leads in this room beyond the Met that will be asked for stuff. And it is those relationships in the peace time that keep us out of a tricky place when the backs against the wall and I've just not 100% sure about the flexibility of the plan to deliver that and prioritise your resources to help with that. But I suppose time will tell when we're in that difficult situation.

Chair of NPCC said there will be examples, but the reality is we have got to prioritise. We cannot stretch across everything. There are some obvious areas. There are places where there will be background work done and we can do the work where we have had things like VAWG or like the race we've been in a position to use some of the money to actually get a dedicated comms person into some of those areas. But there will always be incidents and going have to respond to those incidents. But at the same time, going to build in the ability to do some of the proactive work that we need to be doing and the more strategic work as well as simply responding. It is interesting, recently bought some new people in from media background who are quite struck by the volume that comes in because it is across the whole of policing. So we have to test it and see. And there will undoubtedly be bits where we hit a bump and then we can review those. But it's about just keeping those conversations going but we have got to try and prioritise.

Head of Comms reminded that there was a process that got us to the areas that we've prioritised so far, which involved consultation with all of the different committees and will keep doing that on an ongoing basis. So if collectively this room wants to prioritise things that currently don't have up there over something else, then it is the sort of prerogative of this group, but Chair of NPCC is right, they has to be some priorities.

Chair of NPCC said we can bring that through, now with regular meetings with all the committee chairs, and that's the point really where we can bring in, people can challenge that or it can get fed

up in through CAG group as well. But we're just going to have to see how it works through, but it's a reasonable challenge and the flexibility and the speed, the agility is going to be the tricky one.

**Decision:** Based on feedback received from chiefs – the following will be changed in the SLA:

- Provide more detail on comms to comms engagement
- Specify how police forces will use the tiered system to distinguish the level of support they offer to NPCC-led initiatives
- Provide more guidance to NPCC leads whose projects will receive minimal or no NPCC communications support. (Worth highlighting the feedback indicates different preferences on the resourcing approach that should be taken to lower priority issues)
- An exec summary or supporting quick guide on the most important points and visual representation of processes.
- Minor language changes i.e. refer to impact on confidence rather than reputational risk.

**Decision:** Chiefs agreed to these changes and implementation of the SLA.

### **Session 11 - HMICFRS**

**Decision:** Chiefs welcomed engagement from HMI Cooke who agreed to take discussion points away to engage on as key priorities.

**Decision:** Chiefs agreed to help support the drive of secondees for HMICFRS advertisements.

**Action:** NPCC Chair will write out to all chiefs to seek support for good officers into Cleveland Police.

**Decision:** HMI Cooke will write out to all PCCs following discussions and mixture of views at Council about attendance at strategic briefings and debriefs by PCCs.

### **Session 12 - Operation Hampshire**

No decision required to be made during this session.

**Action:** Polfed agreed to share short surveys on how Polfed will operate including key priorities going forward for chiefs to feedback on.

### **Session 13 - Security Industry Authority (SIA) (Closed)**

### **Session 14 - Productivity and Efficiency**

The Chair of Finance Coordination Committee provided a quick financial update. The funding formula has gone a little bit quiet as one more meeting was scheduled for early August which has been put on hold because of all the changes going on at the moment.

Colleagues were reminded that the national operating budget that a percentage contribution of 0.13% was agreed to fund the various national operating functions that's really helped get a sense of order.

There are a few unresolved issues, one of which is the funding for the race and inclusion plan, which is still in dialogue on, and the second is some restructuring costs that are coming out of FCN, have discussions on both of those issues yesterday, and seek views on discretion for us to try and resolve if we think it's within that envelope of the national operating budget. Seeing nods around the room but if anybody's got concerns, come afterwards on that.

Chair of Finance Coordination Committee wrote out recently that there is bit of headroom, financial support to committees, working groups and so on, and we are having a number of ad hoc requests. We don't have a sort of scheme of delegation as such. Chair of Finance Coordination Committee can write one, but the sort of thing that was in his mind was up to a limit of £50K? Maybe within the remit of the Finance Committee, if we think it's doable within the budget, anything above £50K to come back to this venue? What Chair of Finance Coordination Committee could then do is bring to every Chiefs council a for information only paper on what the state of that budget is looking like. So you would see at each Council this is what's in the pot. This is what's left over and then each year we will do a affectively an MTPF for NPCC. Chair of Finance Coordination Committee to sense the mood in the room and commented on seeing nods, so will write that up.

Lastly, the newly developing relationship with the new federation chair up until 2020, there was a financial agreement in place about the funding for their full time national roles that has lapsed. So at the moment, colleagues that are full time in the federation, you are paying for them. Question is whether that is what we want bearing in mind the relatively healthy state of National Federation finances. Chair of Finance Coordination Committee asked if CCC would like him to pursue. And if so, any ideas on what percentage CCC might want to contribute, if any. Someone suggested zero. Question was asked if they unique in that regard or if we had anything similar? Chair of Finance Coordination Committee has asked the question about Supers and others and Chair of Finance Coordination Committee thinks they fund themselves, but is double checking that but Craig nodded that they do.

Vice Chair of the Finance Committee said some may be aware he has just picked up the role of supporting the Chair of Finance Coordination Committee, and asked him to pick up, thematically, work on productivity and efficiency. The session is very much about early engagement, the work has barely started and keen just to have a discussion with Chiefs about how we design it because it's critical we spend good time on project design so that we get the best possible outcomes for the service when we get to crunch time.

Specifically, last spending review, Her Majesty's Treasury included the following commitments in the settlement. Firstly, that we completely uplift program. We're on track. Secondly, that we deliver against national policing priorities, we are doing that. And thirdly, in relevant to this the Home Office and NPCC will bring together in one document, so one joint document, their strategies and plans to enhance productivity and efficiency, whilst delivering the best possible policing outcomes. So they would have three challenges and it's that third one being discussed and arguably it's the third one that thus far haven't got moving on and it's critically important that we do.

Breaking that down further, what's the expectation? Area where it's light on details, which in many respects is why the paper in Chief's pack is admittedly quite vague. Communication between the Chief Secretary of the Treasury at the time and the Policing Minister of the time identified four

particular areas of interest where productivity and efficiency should be particularly sought from the service.

Firstly workforce structure, secondly, back office spending and that was always going to be in there. Thirdly, force level outcomes and finally data standardization. Now there's no further detail as to what each of those four categories really mean or what's being looked at here. And in the early discussions that Vice Chair of the Finance Committee had with the Home Office, they do not have clarity either as to what the expectation is.

Vice Chair of the Finance Committee understands that it's routine for us ahead of spending reviews to put in place our submission and the Finance Committee of very well structured processes for doing that. One of the challenges of that is that we provide our information to the Home Office, but the Home Office do not share with us the submission that goes to the Treasury. So to a certain extent we're a little bit blind as to what the requirement would sometimes be. But in those four areas, we have to demonstrate our productivity and efficiency to have the confidence at Home Office, which brings a whole number of challenges and all leads to how do we make our best possible case?

How do we build a robust, compelling, yet non burdensome case which exploits existing data that we already hold but has the confidence of the Home Office and Treasury? How do we do that when the Home Office themselves don't yet know what the Treasury will require, not least complicated by new administration, new expectations, the challenges NPCC Chair set out on day one, and particularly as alluded to earlier, the challenging outlook.

Vice Chair of the Finance Committee said that everywhere where the service has made ourselves more productive and efficient is probably doubled by the external factors that have made us less productive, and we need to work out how we play that back into the bait in a way which is constructive. That's really being flagged up by the early findings from the activity survey and the activity survey that has been established to help the work on the funding formula, but certainly being one of the early pilot forces for that work we see on our return that roughly 40% of police officers time his force is spent on something called other. It's not spent on crime, it's not spent on going to incidents. It's spent on other and that doesn't sound like a productive service. There needs to be a counter narrative to that and also an explanation to that as well. Again, to ensure that our submission is best informed. And productivity in Home Office language, what does that mean? It's not about savings, it's about increasing outputs.

So the challenges with the work, many of them, but we've got the complexity of policing. How do you cover this across such a complex landscape? The absence of a baseline and data accuracy challenges, the reliability of the police survey at the Activity survey is set before and how when completing this work, to insure that we add value and don't create a burden.

Plan is firstly, get huge support from the members of the Finance Committee to this. Vice Chair of the Finance Committee said it's early days on the committee for him, but been struck by the size of the group, the engagement from CFO's, ACO's, and it's a really good network of people there who are all going to stand to help with this. However, from the areas that you can see within the chief secretaries of the treasuries areas of particular interest we will need support from the committees represented in this room.

Vice Chair of the Finance Committee said that data piece is rich with evidence from where we can demonstrate our plans to increase productivity. So would like to use the resources in the hub from relevant committees, invite them into the Task and Finish Group on this so that best possible evidence base can be built. Vice Chair of the Finance Committee is convinced that much of the information that we collectively hold, either within our forces or in our working groups, can ably demonstrate what we're doing to squeeze every drop of productivity and efficiency out of the pounds that we've got. And also thinks it will help highlight some of those barriers.

One of Vice chair of the Finance Committee's asks to all but two forces, is to sign up to the achieving financial excellence scheme. That's a scheme run by CIPFA and that ACOs or CFOs will sign up to as part of that. Collectively Vice Chair of the Finance Committee said there is access to some consultancy credits which are not being used and have not been used for some time. Vice Chair of the Finance Committee would like to and will be writing out to formalize this. Vice Chair of the Finance Committee asked for it to be shared with relevant officers, would like to utilize those credits to access excellent consultancy that CIPFA can provide and wealth of police finance data. Request for support when that letter comes out would be incredibly helpful. The tone of the letter will be assuming support. Further consultancy may be sought through funding through the operating budget, but Vice Chair of the Finance Committee would come back if that's the case.

Vice Chair of the Finance Committee will also be writing out in coming months asking for the data that is held and his undertaking on this is not to ask to be provided that didn't already possess. Vice Chair of the Finance Committee said there are case studies in respective forces about how we're producing enhanced productivity that he needs to get hold of to make sure is ultimately in this submission.

Vice Chair of the Finance Committee and the NPCC Finance Coordinator from the hub who's working with on this is starting to build a conduit between us and the team in the Home Office who are working on the police activity survey so that we can hopefully try and inform the methodology around that, but also most importantly inform how that data is being interpreted. Vice Chair of the Finance Committee worries that it could be misinterpreted to the extent that it undermines the work that we are trying to do here.

Vice Chair of the Finance Committee welcome's any observations as to how we eat this particular task, whether that be in group now or afterwards. But Vice Chair of the Finance Committee thought it important to know ahead of him writing out that this is important. It really is about the confidence ahead of the next spending review for the Treasury and the Home Office in us. And it's essential that we present the best possible case, so support moving forward would be gratefully received.

Comment made that the activity based analysis stuff that's done with PWC went a bit quiet and didn't think Home Office have crystallised that. Sounds like got some of the data running in the funding form and stuff there was a lot more in that and after the early pilots we didn't really get it mobilised because the interest was lost at Home Office. So I think it's really good to grab that. On previous work that that we've done, where did the 20,000 come out of? When we started to look at why policing was so stretched, I think it's worth probably getting that out again because it actually it did resonate in the Home Office. It was that particular civil servant did the work on that, did a lot of really good work, and there will be some stuff there that no matter how we organised ourselves, we didn't have enough people, and it's worth digging that out again. When an earlier spending review was done, we used an economist, not a finance person for a period from PWC, think it was the 2017 post 2017 election, so rushing to do it but we tend to look at finance people but actually economists

can be quite useful in this area as well. The work in Op Satarais really quite different to stuff we're doing elsewhere, trying to come up with the right operating model solution to a problem and actually come up with the best optimal way to organise ourselves. We don't tend to do that stuff in that way. Definitely think there's something in Op Satara to help us with the argument, how we do work in the future and the last bit just because see it at Blue Light Board and know Chair of Finance Coordination Committee sees this, not all forces are reporting their efficiency stuff regularly again.

Vice Chair of the Finance Committee thanked all for the suggestions and it might seem that spending review is some time off. Well, two things, it might not be now because it had changed in ministration, but if we want to provide the best, richest, deepest evidence based in that collection starts now in the sense our competitors those being from be health, education, etc, they're probably better at this than us and they really do throw the kitchen sink at this and submit an incredibly professional product. So we need to match that ambition because it's in all of our interests to do so.

The NPCC Chair thanked the Vice chair of the Finance Committee, and agreed it is not too soon to start this having been through a few of the cycles for the spending review as we have been over the last few years, it takes an awful lot and we are now going into a space where we have no idea what the government makeup is going to be. We have no idea what their perspective of policing, whatever else about the ministerial team we've had, they have been inclined towards being helpful to policing, we cannot guarantee that's going forward, and whoever comes in in a few weeks' time is going to have the worst of all economic crises to deal with 18 months out maximum for an election. So we are going to need to be able to stack it up in the way that Vice chair of the Finance Committee's described and there will be a residual narrative, which is we have given you loads of money because you've had your 20,000 uplift and that is the narrative they've already been using and that is the narrative they will carry on using regardless of who gets in. So we really do need to be able to stack up some of the evidence to make sure we're capturing the efficiencies, but really talk about the productivity as well because that I think is going to be the key cause. Lots of extra money is not going to be coming and it's going to really be about how we can push in amongst everyone else. And when you think, you know where defence is presenting itself for the moment with everything that's going on internationally where there will be other pressures at still when on the health side, we are not going to be top of the list and we've just got to be able to produce the information. To demonstrate what we what we need and what we are doing, so this will be really important work.

**Decision:** Chiefs agreed to support the approach outlined in the paper, with the creation of a task and finish group which will be made up of CFOs / ACOs from each region.

**Action:** A letter will be circulated to all chiefs formalising this request for police finance data.

NPCC Chair thanked everyone for the work achieved in the last two days

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

The next full Chiefs' Council meeting will be held on **28-29 September 2022**.