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## Chief Constables' Council Minutes

23-24 March 2022

### Attendees

AC Martin Hewitt	NPCC Chair
CC Sarah Crew	Avon and Somerset
CC Garry Forsyth	Bedfordshire
CC Nick Dean	Cambridgeshire
DCC Chris Armitt	Cheshire
Cmsr Angela McLaren	City of London
AC Peter O'Dorothy	City of London
A/CC Helen McMillan	Cleveland
CC Michelle Skeer	Cumbria
CC Rachel Swann	Derbyshire Constabulary
CC Shaun Sawyer	Devon and Cornwall
CC Scott Chilton	Dorset
CC Jo Farrell	Durham
CC Claire Parmenter	Dyfed-Powys
CC Ben-Julian Harrington	Essex

DCC Andy Prophet	Essex
CC Rod Hansen	Gloucestershire
ACC Craig Holden	Gloucestershire
CC Stephen Watson	Greater Manchester
Peter Langmead-Jones	Greater Manchester
DCC Mabs Hussain	North Yorkshire Police
CC Pam Kelly	Gwent
CC Olivia Pinkney	Hampshire
CC Charlie Hall	Hertfordshire
CC Lee Freeman	Humberside
CC Alan Pughsley	Kent
DCC Tim Smith	Kent
CC Chris Rowley	Lancashire
A/CC Rob Nixon	Leicestershire
CC Chris Haward	Lincolnshire
CC Serena Kennedy	Merseyside
Commissioner Cressida Dick	Metropolitan Police Service
AC Louisa Rolfe	Metropolitan Police Service
AC Nick Ephgrave	Metropolitan Police Service
AC Neil Basu	Metropolitan Police Service
AC Matt Jukes	Metropolitan Police Service
CC Andy Adams	Ministry of Defence Police
ACC Andrea Bishop	Ministry of Defence Police
CC Carl Foulkes	North Wales
CC Paul Sanford	Norfolk Constabulary
CC Nick Adderley	Northamptonshire
CC Craig Guildford	Nottinghamshire
DCC Rachel Barber	Nottinghamshire
CC Winton Keenan	Northumbria
ACC Scott Hall	Northumbria
CC Lisa Winward	North Yorkshire
CC Iain Livingstone	Police Scotland
DCC Mark Hamilton	Police Service for Northern Ireland
CC James Vaughan	South Wales
ACC David Thorne	South Wales
CC Lauren Poultney	South Yorkshire
CC Chris Noble	Staffordshire
CC Stephen Jupp	Suffolk
CC Gavin Stephens	Surrey
CC Jo Shiner	Sussex
DCC Jason Hogg	Thames Valley
CC Debra Tedds	Warwickshire

CC Pippa Mills  
CC Sir David Thompson  
CC John Robins  
CC Keir Prichard  
CC Lucy D'Orsi  
CC Simon Chesterman  
CEO Andy Marsh  
DG Graeme Biggar  
Dep Brig Sarah Pringle-Smith  
Col Mark John  
Wg Cmdr Mike Dixon  
Wg Cmdr Nicholas Card  
Brig Vivienne Buck  
Cmdr Dean Oakley  
CO Ruari Hardy  
CO Robin Smith  
CO Gary Roberts  
CC Chris Eyre  
Cmsr Ian McGrail

West Mercia  
West Midlands  
West Yorkshire  
Wiltshire  
British Transport Police  
Civil Nuclear Constabulary  
College of Policing  
National Crime Agency  
Royal Military Police  
Royal Military Police  
Royal Airforce Police  
Royal Airforce Police  
Royal Military Police  
Royal Navy Police  
Guernsey Police  
States of Jersey Police  
Isle of Man Police  
Sovereign bases of Royal Cyprus Police  
Royal Gibraltar Police

**In attendance**

DCC Janette McCormick  
DAC Amanda Pearson  
Professor Paul Taylor  
Lianne Deeming  
Jon Bancroft  
Gemma Stannard  
Tracy Holyer  
Hannah Hart  
Kelly Navarra-Lee  
Lee Milton  
Victoria Arnott  
Richard Hampson  
Sherry Traquair  
Nicola Growcott  
Andy Begent  
Tom Keating  
Robert Hardware  
Wayne Nash  
Vicky Reay  
Mark Farey  
Cathy Willis  
Damian Kitchen

Operation Uplift  
NPCC Inclusion and Race Programme  
NPCC Chief Scientific Officer Policing  
CEO Bluelight Commercial  
Devon and Cornwall Constabulary  
NPCC Strategic Hub Lead  
NPCC Reform Lead  
NPCC Strategy, Planning and Performance (SPP) Lead  
NPCC Deputy Business Support Lead  
NPCC Strategic Planning and Risk Manager  
Home Office Liaison – NPCC SPP  
NPCC Business Support Manager  
NPCC FOIA Officer  
NPCC Head of Communications  
NPCC Data Protection Manager  
NPCC Communications Officer  
NPCC Public Affairs Manager  
NPCC Staff Officer to Chair  
NPCC Business Support Officer  
NPCC Business Support Officer  
NPCC Executive Assistant to NPCC Chair  
NPoCC

## **SESSION 1:**

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

The minutes for the previous meetings held were agreed:

**Decision:** January 2022 – Agreed

**Decision:** February 2022 – Agreed

### **Chair's Update**

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

- Mark Webster now Chief Constable of Cleveland Police
- Rob Nixon appointed as Acting Chief Constable for Leicestershire Police

The Chair noted apologies from the following chiefs for the meeting:

- AC Helen Ball – Metropolitan Police
- Deputy Commissioner Sir Stephen House – Metropolitan Police
- CC Jo Shiner – Sussex Police
- CC Nick Adderley – Northamptonshire Police

The Chair thanked Dame Cressida Dick for all the support and contributions made to policing as this was her last Council meeting. All chiefs wished Cressida well for the future.

### **CHAIRS UPDATE**

#### **Covid-19 Update**

The NPCC Chair commented that today marks the second anniversary of the first lockdown of the Covid Pandemic. Currently there is a significant outbreak of Covid with the rates being high. It is being managed through Operation Talla primarily from the resourcing perspective. Owen Weatherill has chaired a call with the regional leads. There is some pressure on forces but nothing significant with nothing new happening government wise around Covid.

**Decision:** Chiefs noted the update.

The NPCC Chair commented that he has been having discussions with Leanne Deeming (Bluelight Commercial) around the supply chain implications and although this is not an operational issue, the range of supply and cost of living issues will have an impact on policing. He handed over to Leanne to provide an overview in respect of this.

Leanne commented that there is a number of real supply chain issues. There are 109,000 tier 3 Russian suppliers who supply into the EU. They may not be direct suppliers, but they will be somewhere in the supply chain. There are some significant raw materials issues which will eventually impact us. For example, Airbus relies on Russia for 50% of their supply of Titanium. There are two specific helicopters which are linked to that as well.

Neon Gas is critical for semi-conductors and 70-90 percent of global supplies are manufactured in Russia and then refined in the Ukraine.

Palladium is also affected with 16 % supply coming from Russia which will impact on microchips.

On the automotive side of things there are wired harnesses which connect all our vehicles, and some automotive suppliers rely 100% on the Ukraine and use a company called LEONI for those supplies.

Natural gas and Nickel issues will have an impact on battery manufacture.

The CCS Gas supplier Total holds business interests in Russia – they are liaising with CCS on this and await the PPN for further guidance.

Forces should pick price baskets which are priced over longer periods of time to allow the framework providers traders sufficient time to fix their prices and the flexibility to avoid these spikes. There is the Energy situation and the need to think about what is to be done operationally– if there is the opportunity to fix for a longer time then this should be done.

There is also the need to look at supply chain resilience and the importance of looking at fuel and logistics costs. The closure of Adessa is resulting in freight companies putting surcharges on logistics. There will be increases in costs.

Fuel wise forces should carry out their own reviews of their strategic bunker supplies. The two key things to think about regarding energy is the fixing situation and then thinking about bunkers.

IT is a consideration in terms of equipment with bringing in new officers. Forces may need to look at what their minimum supply requirements are on this. Most manufacturers are either pausing or withdrawing manufacturing in Russia.

Parts will also be a problem - in terms of fleet and supply of batteries - EV responders will slow down. Nickle costs have gone up by 43 percent. There is also an increase in the prices of aluminium and steel – with car manufacturers looking to raise the cost. Long term there will start to be shortfalls in raw materials in 6 months and a de-escalation needs to happen or price could rise between 10 and 20 percent. Construction companies are no longer giving fixed prices.

The key things to highlight are as follows: Energy pricing baskets - need to look those now/increasing stocks and any key kit/bunker fuel/look at future vehicle requirements/consider impact on aviation and lead times/terms and conditions in contracts will be reviewed to see what is recommended.

Leanne Deeming to share updates via Chiefs Net going forward as the position is changing constantly. Forces need to look at where their vulnerabilities are from a supply chain perspective.

There were some comments from Chief Officers relating to this discussion. Issues raised included:

- Inflation - looking at workforce risk and pay.
- To look at national picture regarding fuel supplies and strategic bunkering. Leanne has the data inputs and will share this information.
- The role of Local Resilience Forums on this.
- The impact on GDP.
- The safeguarding issues for women with children when being housed in UK homes.
- Cyber threats from Russia. To be ready for attacks that may come.
- Economic Crime Bill was discussed which will hopefully bring positive changes for the future.

**Decision:** Chiefs noted the update.

**Action:** Blue Light Commercial to updates on impact of fuel supplies to all chiefs going forward.

### **Protest Planning**

An update was provided on the Commonwealth Games and Jubilee Celebrations.

Chiefs were informed of ongoing and know protests being planned over the next number of months. NPoCC is involved with all of these with their oversight meetings and further updates would be provided to all chiefs going forward.

**Decision:** Chiefs noted the update

### **NPCC Vice Chair Vacancy**

**Decision:** Chiefs were encouraged to apply for the role and any chief interested is welcomed to make contact with the NPCC office.

### **Hub Survey**

The survey has been completed but the low response level has been disappointing. The survey was to help justify the money that is being given to the NPCC by the Home Office – The NPCC Chair

stressed the need to provide the data when requested again going forward if we are to continue to get the financial support.

**Decision:** Chiefs noted the update and all were encouraged to complete future surveys and provide feedback

### **Commonwealth Games**

Sir Dave Thompson provided an update on the Commonwealth Games:

It is the 2<sup>nd</sup> most important event taking place in West Midlands this year. The first is the opening of the West Midlands Policing Museum in May. This could be an opportunity to lift the standing and reputation of policing with the general public. There is a need to seek assurance around mutual aid so a consistent decision can be made. This is the first multi sports event post pandemic which will operate with full crowds and spectators.

There are a range of abilities of people who take part and the marathon for example may be a longer event because of this which may have an impact. There are several challenges on transport infrastructure – major risks around it. As the main village was not built within the timescales, there are a fragmented range of different venues where athletes will be based. There is the E- Sport event which is likely to attract more young people than the Commonwealth Games.

This will be an iconic event in the Queen's Jubilee Year.

There will be central coordination arranged for this. There will be a team based in Birmingham with a West Midlands and West Mercia Commander to coordinate. Events will be run either regionally or at force level as they move round but there will be a team assisting as they have to escort the baton which will need to be protected. This is another opportunity for good police engagement. The operation will start from the point this relay begins.

They are running a very different strategic command responsibility and have mirrored what Glasgow did when they had the Commonwealth Games.

Dave Thompson has delegated responsibility from HMG for the totality of security – not just policing. Private security is often reliable and doesn't always turn up at which point it becomes the Police's problem. A lot of work around this is to try and integrate it. Good practice has been picked up from Police Scotland. It has made a lot of sense and has driven out a lot of the cost from the security budget. It enables them to have more leverage over the organising Committee which is helpful.

Officers working at the Commonwealth Games will continue to be lateral flow tested every day with more rigorous testing than would possibly be expected.

The security costs are very high. There will be a Tiered approach to security which will be cheaper. There is comms being put out through the Federation re mutual aid.

There is learning from Devon and Cornwall and Police Scotland. It will hopefully be an enjoyable deployment for Officers. They have done work to make sure that the accommodation is a good standard. There are Wellbeing packs for officers coming on mutual aid and opportunities for staff on rest days. They will use single cohort.

All Mutual Aid (MA) officers will be provided with bespoke Games shift pattern and given a minimum of three months' notice and there will be at least one rest day. All MA officers will be subject to a 4-hour recall to duty when on a duty day and a 12-hour recall when on a rest day.

GMP will not pay rest day overtime, but mutual aid forces may choose to fund by paying a reasonable bonus payment.

**Decision:** Chiefs noted the update on operational planning for the games.

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

The NPCC Comms strategy has been put out for consultation undertaken by the Comms Team with NPCC Leads on the development of an SLA looking at privatisation of comms support to different projects/issues. The consultation is still on going and the paper will come to May's Council with an update on that consultation.

There is a current working comms strategy which is now on ChiefsNet with regards to building trust which is linked to VAWG etc which has also been shared with Head of Comms and includes messaging statements so hopefully this will be a helpful document for everyone. There will be more of an update on the SLA at the next Chiefs Council.

**Decision:** Chiefs noted the update that a paper would be submitted to a future council.

### **Critical Incident Reporting Framework**

Keen to get views on this before the National Policing Board meeting on Monday.

There is a strong desire in the middle for information when a critical incident occurs. Ministers want to know what is happening. It can be burdensome and the demand for immediate information can pose problems as it becomes inaccurate as things progress. There is pressure around providing biographic detail which is unnecessary.

Views expressed were that the threshold needs to be set a lot higher than in the paper. The paper needs to be re-worded to reflect this and the language kept loose and not so specific. The need to get the balance right between protecting operational independence but retaining confidence of ministers and then the public.

**Decision:** Chiefs didn't accept the proposal as outlined in the paper and called for further refinements and strengthening of the wording in the paper about what is reported i.e. exceptional/significant events or incidents.

### **Aviation and NPAS Update**

**Decision:** Chiefs welcomed the current update and would stay engaged with the Aviation Portfolio on next developments.

**Action:** Update would be circulated on ChiefsNet regarding amending the current version of the Aviation Strategy.

### **REGIONAL PAPERS**

#### **UCPI Financial Business Case**

**Summary:** This paper is intended to provide Chiefs Council with an update regarding the on-going Undercover Policing Public Inquiry (UCPI) and the requirements that it continues to place on the Police Service, the NPCC UCPI Co-ordination and Legal Team, which now incorporates Operation Elter, and future financial requirements.

**Action:** Author to liaise with the Eastern Region (Cambs Constabulary) and overall comments from the regions as follows:

- Concerns around the protracted nature of the Inquiry, which now has no clear end date and the ongoing and significant costs to forces.

- Clarity on who was looking at efficiencies as part of the Inquiry which is escalating in cost.
- Whether the amount retained in reserve will be sufficient to meet additional legal costs if / when they fall due. If not it's likely that these costs will come back to forces to pick up.

**Decision:** NPCC Chair has written to judge in charge of the inquiry and Home Secretary for details as this looks like this will run on for some time (poss 2027) and team will need to be funded. Reserves are being used to cover civil actions.

### **NP2IRM Budget Bid**

**Summary:** The paper is seeking approval for contribution of £540k is sought from PCC's for the NPCC NP2IRM Team annual budget for FY 2022-23, an additional £340k from FY 2021-22.

**Actions:** (1) Formally link across to Bluelight Commercial regarding procurement and contract management to augment and align planning with the Police Digital Service (PDS).  
 (2) Link across to the NPCC Finance Coordination Committee in relation to the national operating budget agreed at February's Chiefs' Council meeting.  
 (3) Long term funding not yet finalised. NP2IRM team to explore Home Office and CT funding, as well as Scientific advisory access. Details will be in full business case being prepared in 12 months time.

**Decision:** Chiefs agreed the paper.

### **NP2IRM Strategic Outline Case**

**Summary:** This paper outlines a series of decisions that are necessary to ensure the maintenance of momentum for the NP2IRM project. As follows: Addressing the current capability gap through a competitive procurement of the most economically advantageous solution – the Tailored Commercial-off-the-Shelf (COTS) option. Early market engagement with likely suppliers and the prior information notice (PIN) to be released in Q1 of FY22/23. Progression to a merged Appraisal and Definition stage to allow the most appropriate platform/supplier to be recommended and to determine the most viable funding routes, delivery schedule and costs. The output of this merged stage will be the Full Business Case (FBC). Allocation of a FY22/23 project budget of £540,428 (complete with a risk inside cost (RIC) allocation of £128,140) to deliver the next project stage.

**Decision:** Overall chiefs supported the recommendations as outlined above and in paragraph 5.1 of the paper.

### **National Mobilisation Plan Protestor Removal Proposal**

**Decision:** Chiefs were supportive of the proposal that Protest Removal should be a national commitment and very much part of SPR. Chiefs recognise that this capability is required and welcomed the clarity requested as part of the regional feedback on the paper.

**Action:** NPoCC will include Police Scotland in the paper and link in with the chief's office to pursue further engagement.

### **National Mobilisation Tier 3 Mutual Aid Framework of Principles**

**Decision:** Chiefs supported the development of a Framework of Principles, to ensure commonality of planning and, preparation, along with, guidelines, and entitlements from a national perspective and an agreed national position ahead of the Commonwealth Games.

**Action:** Clear messaging on rest days would be circulated.

## **Session 2 - Performance Management Coordination Committee Session (Closed)**

### **Session 3 - Police Science and Technology Strategy Session**

Science and Technology can drive investigative efficiency, open up new operational opportunities, revolutionise performance and demand management and ensure that victims have a better experience and meets the expectations of the new generation of the workforce.

Statistics show the majority are wrong. When trying to create efficiencies 97% of people either do more, or less, of the current process. Only 3% do something different.

It is important to be part of the 3% - best use of Science and Technology is to explore new ways to solve current problems and create an ecosystem which minimises risks while allowing innovation to proceed at speed.

There is a need to find the best way to scale up projects up to gain the benefits of national oversight and knowledge without losing local innovation and insights – policing has consistently demonstrated the ability to deliver on small budgets.

It was decided a strategy was needed after consultation with around 1,000 individuals from NPCC, individual forces, APCC, HMIC, CoP and others. The feedback was consistent – a need to reduce duplication, increase synergy and collaboration, create a unified vision to provide clear requirements to academia and industry, reduce focus on quick win solutions to problems at the expense of long-term game changing initiatives and educate and empower leaders so that good S&T can be rapidly adopted and scaled up from local to national solutions as appropriate.

The requirement is for a long-term plan, not just within policing but in conjunction with government and industry partners to identify areas where interests coincide. An example could be the

opportunity to collaborate with MoD to look at how drones could be used which whereas knife detection arches would have less partner opportunities.

It is important to be able to demonstrate delivery against research concordat. Part of this would be to embed procedures such as red and green cards to streamline S&T decisions and investments. This will help to avoid duplication and demonstrate value of S&T investment – in terms of both financial and performance outcomes.

There are 3 pillars underpinning the above work – engaging widely with stakeholders to clearly identify issues, evolving solutions and embedding delivery within forces. It is suggested that forces each have a Research Development and Innovation Lead to support engagement with the centre. There is funding available for various schemes which it is important to be informed about.

Horizon scanning work has taken place to look at the different timescales for development and delivery of future priorities. Part of the work should identify issues around data sharing and intellectual property ownership to ensure best solutions are designed – a more joined up approach could improve outcomes.

The Scientific Advisory Board has been established with a role to advise and challenge so that the most effective use is made of the resources available.

There were 3 options for future structure discussed

- Status Quo Plus (1) – continue as we are but with slightly more refinement
- Double Lock (2) – Continue things locally but with central oversight so CSA can identify synergies and advise on QA work. Would assist with evaluations and have access to wider picture – 20% of ideas have been suggested previously
- Centralised Institute (NIHR Model) (3)– more centralised control which would increase efficiencies. This would have to be balanced against loss of local control.
- There was not support for first option.
- Support for second option included concerns about stifling local innovation and damaging links with existing partners as there would be additional bureaucracy to navigate. It may be possible to set national thematic priorities centrally leaving more freedom for other projects to be managed locally.
- Support for third option was around economies of scale and the desire for more unified approaches across forces. It was felt that full benefits of technology have not always been realised as processes not scaled up to all. It was also suggested products could be sold to foreign agencies in future.

A consistent theme was tension between the benefits of greater resources for national program and loss of agility for local approach which would stifle smaller programmes. It was also reiterated that work needs to continue after delivery – it could be argued that 10% is having kit delivered and 90% is getting staff trained to use and then adopt it.

A framework to link adoption of technology / processes to performance outcomes is required so that so that impact can be effectively evaluated – IMORCC should be involved with this.

**Decisions:** Chiefs noted the update with the majority opting for option 2 in the paper with a view to working towards option 3 outlining a direction of travel of the mechanisms and structures which will help the NPCC shape the system and delivery that the police service wants to achieve moving forward.

**Action:** Paper will be submitted through the regional feedback process for chiefs to comment on and a substantive session item with Sir Patrick Vallance will be held at the July Chiefs' Council meeting.

#### **Session 4 - College of Policing Update**

This is a follow up on the paper that went out regionally on promotion and progression. There are four questions which will be asked at the end of the presentation.

Focus on the Fundamental Review which was the genesis of where the work on Promotion and Progression and the National Leadership Centre started.

The review held a mirror up to the Service saying: "What do you want from your College?" so there has been a legitimacy to what they have found.

There has been survey work and focus groups and it identified some challenges. The College has still got more to deliver on in the eyes of the Service.

As the College of Policing is very small, how can they deliver the punch needed to make the changes they need to see. It cannot be done without the help and support of NPCC and Chief Officers.

Three big ideas have been coming out of this work.

- Boosting professionalism
- Improving Leadership
- Driving consistency

The Police should be clear with the College as to where standards are required but also where they are unwelcome/unnecessary.

They may be reaching a moment when they need to do more and be clearer on Stop and Search standards as an example. There is no point in having powers if you don't use them wisely. The college has underused its standard setting powers. Andy commented that he would take a steer from the Service on whether they need more powers.

When Nick Herbert and Andy Marsh came to CC back in September of last year, there were some Asks of Chiefs which are set out in the slides and placed below in the minutes.

On secondments, they have seen a generosity from forces in terms of VAWG secondments and he may be looking for more to support Shaun around greater CPD for analysts.

One of the hardest challenges was prioritising CBD.

The College Chair made reference to the Police Foundation document which is a very important document and out of 56 recommendations, 18 were about the College of Policing. It illustrates the

fact that a system that is highly localised needs to perform better as a system. There is a need to re-balance.

The cycle resulting in crisis driven change was looked at. The college has a role to help the system perform and to help the Service perform. They don't want a system that is unstable and need to think about how to break the cycle.

There has been a budget cut of 5% regarding Peer Support and there have been cuts since 2015 but there is £543,000 to set up a peer support team which will work hand in hand with Shaun's capability to enable Peer support on evidence-based practice on what matters on beating crime. Andy will be looking for a tiny number of high-quality people to help on whatever the problem is.

Leadership is the single most important critical success factor if you want to deliver cultural change/build trust/improve wellbeing/deliver performance and to successfully embed what works. We need to invest a bit more in leadership development. This is on the agenda to be discussed at the National Policing Board on Monday.

There will be new standards and a curriculum launched for sergeants and inspectors in April.

Ray then spoke about The Promotion and Progression review which has been circulated widely since December and has gone out to all regions. They are grateful for the feedback which has come back which has largely been very supportive.

It has been a long process in terms of developing the report, starting off with a headline conversation with all 43 forces and other key policing stakeholders and then a lot of workshops before proposals and recommendations were made. There was partnership work with Workforce Coordination Committee and a particular sub- group – they have worked in partnership with them from early Summer of last year, refining the findings and then arriving at the 9 recommendations.

The 9 recommendations can be divided into 4 categories:

- Shorter- and longer-term reform of current processes for promotion to sergeant and inspector.
- Development of new promotion standards and processes for ranks beyond inspector, up to chief superintendent.
- Development of revised strategy for delivery of National Fast Track/Direct Entry programmes.
- Review of Competency and Values Framework (CVF.)

This is the most comprehensive consultation that the College has undertaken.

Promotion in policing is a complex and contentious subject at times.

There is a set of principles moving forward from the detailed level of engagement they have had.

There are themes in there including support for diversity and inclusivity/promotion being based upon achievement of national standards etc.

There is also a three-step model providing a simpler process for promotion and progression. The three stages are outlined in recommendation 1. They would like to have professional development for everyone thinking of going through the promotion process and actually going through the promotion process. The professional development will be continuous. There will be a selection process and confirmation in promoted rank supported by continuing professional development.

There were concerns from the feedback they got from the regions that the College was trying to centralise the promotion process for sergeants and inspectors. They are not trying to centralise – the promotion process would be carried out in force and forces will have full autonomy and control over the revised process. They are trying to get consistency across the board and making the process more appealing, transparent, easier to run etc.

They are temporarily pausing the direct entry programmes. The evaluation showed that although direct entry processes were adding value, there were concerns about the delivery model and ensuring value for money. They have evolved some principles. The most important one being the provision of talent development programmes at national level which will be carefully calibrated to reflect service level requirements.

They are working with the Service to agree a national strategy for talent development initiatives in policing.

They are continuing to deliver the fast-track programme as a talent pipeline in policing.

Work with the service to explore potential for viable and sustainable funding models for the Direct Entry.

Develop a new fast track (inspector to superintendent) programme which has received strong support. This would mean they would work end to end to deliver a fast track pipeline from constable to superintendent level. This would be demand led.

They have received strong support for recommendation 8 – to work with the police service to develop national standards and processes for promotion beyond inspector rank to the rank of chief superintendent. There are no national standards or framework in place there.

Recommendation to conduct a review of the CVF.

They are looking to incorporate this work into the national plan for policing leadership. They would start with an Equality Impact review. Looking for confirmation that these are the right priorities to concentrate on.

The direct entry to superintendent – there is no budget for it so would have to say if you wanted it.

Some of the questions raised included:

- Do Chiefs believe the right thing to do is put a collective effort of resources between the College and NPCC towards leadership development more consistently?
- All the change is profiled over 3 years and leadership development is very badly lacking – can we wait three years? The reason for the three years is limited capacity and then the effort involved to implement it.
- What is the balance of what you think the Service should do locally and what should be delivered centrally? We do policies, create standards but sometimes how we implement them has not always been the best. Aspire was a well-received course and the SCC. The model is currently out of balance. The College would like to give more delivery.
- Do you agree that sergeants and inspectors is where we should start and refresh?

The views expressed by the Chief Officers were very supportive of the work being undertaken at the College of Policing and there was good support around the focus on sergeants and inspectors. The issue of whether police staff were being overlooked was raised and also the importance of tutorship.

The need to enable more diverse leadership was also discussed.

### **Fundamental Review of the College of Policing**

**Decision:** Chiefs supported the College asks as follows:

- **Secondments** – A new model to significantly increase secondments to bring the brightest and best into the College to boost our output and improve connection.
- **Partnership** – There should be deeper and more explicit collaboration between the NPCC and the College. Policing must become a more intelligent commissioner of the College to avoid it being pulled in various directions trying to respond to NPCC leads.
- **Support** – Chief Officers should back the College – stopping rebranding our work, using us as a scapegoat or stepping into our activity without collaborating.
- **Prioritise CPD** – Time must be made for CPD within forces.
- **Consistency** - Operational independence is vital, but the benefits of greater consistency and sharing of innovation and evidence are myriad.

### **Police Foundation: Strategic Review of Policing**

**Decision:** Chiefs welcomed the College increasing their peer support offer by:

- Establishing two dedicated peer support teams led by senior officers to support individual forces in areas where they may need to improve.
- Providing research and analytical capability to diagnose problems and identify evidence based solutions.
- Dedicated teams will continue to support forces engaged by HMICFRS but in addition a particular emphasis will be given to those forces who need support on crime measures.
- College working with NPCC PMCC and the Home Office to develop a process to ensure peer support is provided at the right time to those forces who need it most.
- Learning from any peer support provided will be collated and shared with all forces to support effective and timely knowledge sharing.

### **National Centre for Police Leadership**

**Decision:** Chiefs supported the next steps for national plan for police leadership and once finalised the 3-year delivery plan would be brought back to Chiefs' Council for further discussion.

### **Review of Police Promotion and Progression**

**Decision:** Chiefs endorsed the next steps as follows:

- Incorporation of review recommendations into a national plan for police leadership.
- Gain shared understanding of considerations for implementation (including, costs, resourcing requirements, risks and benefits etc.), and level of professional body guidance / support required.
- Equality impact review and clarification of regulatory changes required.
- Service agreement on appropriate timeframe for phased introduction of reforms.
- National Centre for Police Leadership will be the delivery arm for this work

### **Session 5 - Police Uplift Programme – Year 3 Planning and Pay Updates**

CC Jeremy Vaughan advised that following a session at PPRB there was a discussion around the Police Service's readiness to implement the pay progression standard. A position had been negotiated with the Home Office that the requirement to have job related fitness test as a condition of pay progression would be suspended however pay progression will come into place from 1 April. Forces need to be

ready to implement pay progression which breaks the link between length of service and moving up the pay scales – this is now linked to performance and PDRs.

CC Vaughan updated Chief Constables on a pension update letter which had been circulated to provide an update following legal advice around the application of 'immediate detriment' guidance and forces should not apply this guidance until the law is in place to do so which will be in October 2023. CC Vaughan advised that a further pension update will be brought back to the May Council meeting.

CC Pam Kelly introduced the updates on Police Staff Pay and the Police Uplift programme

#### Police Staff Pay

Negotiations were ongoing and the NPCC, APCC and the Home Office are working through the Police Staff Council the proposal of a £240 pay award (for those earning 24k or less). Due to the cost-of-living increase, police staff colleagues are keen to agree the pay award by 1 April. Negotiations continue for a potential pay award of 2/2.1% whilst also looking at issues including a multiyear settlement along with non-pay offers (increases to leave entitlement etc).

#### Police Uplift Programme

CC Kelly highlighted that as we approach the end of the 2<sup>nd</sup> year of the uplift programme, we have seen an increase of 12,000 officers and 300 officers into ROCUs. Policing has also seen an increase in representation levels. CC Kelly highlighted that some forces were struggling to meet their uplift targets and the programme team are working closely with those forces to assist. It was highlighted there was a high number of officers retiring across policing and some of the tools available to forces to help plan for this were highlighted. CC Kelly stressed that the Home Office were considering what penalties may be considered if forces do not achieve their uplift figures and the programme team were working to mitigate this. CC Kelly highlighted the opportunities offered by Police Now around the recruitment of Detectives.

CC Kelly requested support from Chief Constables on the proposal for a moratorium on transferees from 1 December 2022 to April 2023 accepting that exceptional circumstances around welfare, promotion etc and the programme team would link in with the staff associations regarding this recommendation.

Chief Constables raised the following issues:

- Need to see the evidence base to better understand proposals for a transfer moratorium as numbers were relatively small
- Need to think about the transfer picture post April 2023
- Need to understand the secondment figures – does the data include secondments outside of ROCU's
- Need to consider the implications for staff who are looking for a lifestyle move/change as these occurrences shouldn't be considered under a moratorium as issues including the cost of living for some staff had to be considered
- Need greater precision in the transfer narrative as we want staff to be able to move around but don't want forces to actively incentivise transferring
- Need to consider a suite of options to assist those forces that are struggling to hit their uplift target

- Consider a more nuanced position closer to the time for those forces that are close to not meeting their force target

The potential for a discussion on the police officer pay deal was raised and following debate it was stressed that policing had given evidence to PPRB within the timeframes and the three year pay deal was challenging for most forces. The steer from the NPCC Financial Committee was that there was no budget for an increased offer and no mechanism to go back for an in year pay uplift although there may be support from Police and Crime Commissioners to challenge this. There was also some evidence that could be provided around the impact on the attractiveness of policing as a career as well as the impact that this will have on uplift figures

**Decision:** Chiefs noted the update on delivery of the Uplift programme to the end of year 2 and the planning in place to track year 3 delivery to support forces.

**Decision:** Chiefs agreed to provide feedback to the programme on a preferred force approach being scoped for Police Now candidate pool.

**Decision:** Chiefs did not support a restriction on transferees across Home Office forces between 1st Dec - 1st April 23. Chiefs would review this in light of any evidence base to support this.

**Action:** Workforce Committee to clarify position around secondments and whether they remain on force numbers.

**Decision:** Chiefs were notified of the next CPD one day course on the 28-29 April for CPOSA and all chief officers are encouraged to attend.

### **Police Staff Pay Update**

**Decision:** Update will be circulated after negotiations have concluded to all chiefs.

**Action:** Pay and Conditions lead will work with Finance committee chair to review specific pay point interventions in terms of higher pay offer review proposal in this area.

### **Pay Update**

**Action:** Letter on Immediate Detriment to be circulated on ChiefsNet to all chiefs and force finance managers.

**Action:** Options on Scheme Management as part of an overall Pensions update for Pay and Conditions will be presented at the next Chiefs' Council meeting in May.

### **Session 6 - NLEDS Input and IMORCC Overview Update (Closed)**

### **Session 7 - Policing Protocol: Home Office Consultation**

Victoria Arnott provided an update on the stakeholder consultation process on the Policing Protocol which has been launched by the Home Office and which the NPCC has been asked to respond to. Chief Constables have been sent a written template to provide their views and two sessions will be held for Chief Constables to have a more in-depth discussion in advance of the consultation deadline of 5 May.

The Chair emphasised the importance of full engagement with this consultation exercise and the need for each force to provide a written response alongside the overarching NPCC and CPOSA responses.

During discussion the following issues were raised:

- Need to choreograph timescales of responses to ensure consistent messages
- Consideration of commissioning input from police lawyers and what legal advice would be sought

The Chair raised the Police Foundation Strategic Review of policing and sought views from Chief Constables around the need for a formal collective response to the Review from the NPCC. The following issues were raised during discussion:

- The report was a fundamental review which made many recommendations around the policing system and how it could work better and therefore a collective comment should be made to give Chiefs an opportunity to comment and provide a narrative response for policing
- Policing should be part of the journey and help to inform the process. Vision 2030 could be considered as a vehicle to progress this
- Need to consider what the service would need to look like in future years and should we commission a piece of work to have a position around what policing should look like going forward
- NPCC Strategic Hub should be involved in this area of business and whilst a formal response may not be required, NPCC are at the heart of future direction of policing and therefore we should be engaging and influencing it

The Chair summarised that there were some helpful aspects covered within the report and it provided a useful catalyst to consider where policing progresses in the future. The NPCC should be a voice that contributes to that debate and work would be commissioned to draw out some of the thematic issues and areas that also link in with the NPCC Strategy and 2030 Vision.

**Action:** All chiefs were encouraged to send their responses to the NPCC hub who will collate an overall submission to the Home Office by the 2 May.

**Action:** A further update inviting chiefs to attend the policing protocol workshops will be communicated out.

**Action:** NPCC Hub will engage with legal around the policing protocol.

### **Police Foundation: Strategic Review of Policing Discussion**

**Decision:** NPCC would work up process to gather all chiefs responses and include a number of thematic issues raised in the discussion of the meeting including to align with the NPCC strategy and link to vision 2030 to submit into the review.

### **Session 8 - Policing Minister Update**

The policing minister thanked Chief Constables for the opportunity to address Council and thanked Chiefs for their commitment to deliver the national policing board priorities including neighbourhood crime reductions, response to tackling drugs and county lines, combatting serious violence including reductions in knife crime. The minister focused his input on three key areas which were:

Homicide: encouragement for forces to use the homicide data tool and a reminder that all forces should have a murder prevention lead to focus on the second stage of investigation to proactively look at all areas of investigation including opportunities for prevention. Recognition of the interplay between murder and mental health and the ability to access crisis care from the health service. Challenge whether ROCUs are thinking about murder when they consider high harm prioritisation.

Integrity in policing: there have been some recent high-profile negative cases in policing and it is critical that policing leaders are overt around their desire to rebuild integrity in policing with the public. There have been a number of high-profile cases where police officers have abused their position and policing must put this at the top of their agenda to ensure that those that are dragging down the reputation of policing, continue to be routed out.

Police Uplift: the two-year target had been reached a month early and policing is now at 12,000 new recruits and it was critical to continue and therefore Chief officers support and engagement continued to be required. The minister stressed the need to push back against negative stories around the quality of new recruits and the numbers of staff exiting and to fully support all new staff as they took on the challenge of joining the police service.

Chief Constables raised the following issues:

- When will policing be given back the ability to charge offenders in custody and when will the bureaucracy be removed around case file building
- Written requests made by the MoJ (Ministry of Justice) not to remand so many people overnight alongside issues with the Courts were resulting in challenges for policing and impacting on public confidence
- A view on the Police Foundation Strategic Review alongside other reviews and consultations
- Funding for Safer Streets and changes to spend timescales resulting in negative impacts on project delivery
- The impact and amount of health and social care that policing is required to undertake and how is this being raised with the Department of Health – policing needs to see the same rigour placed on health provision, particularly mental health as is placed on uplift
- Levelling up proposals and Home Office involvement
- The Beating Crime Plan and a plea around data provision to the public and its accuracy
- The potential for scrutiny and data within the criminal justice system including issues such as listings and timeliness
- How would HMG rate itself around investment and support to policing
- How do we maintain the attrition rate and support for staff and plea for inflation matching pay increases
- How much support and what is the approach from HMG around the adoption of new technologies etc

**Decision:** Chiefs welcomed the opportunity for engagement with the Policing Minister and would link in with his office on the discussion points raised in the meeting.

**Action:** CC Jupp agreed to share letter from Courts Service to the Minister to review.

**Decision:** Minister agreed for CC Sawyer and CC Pinkney to link into his office to raise all discussion points on 999 league tables data from session 2 of Council.

**Decision:** Minister agreed to review and look to start work up of 'good culture' acceptability/perception piece of policing to the public and work with the NPCC going forward.

### **Session 9 - NPCC Inclusion and Race Equality Programme Revised Plan**

Dave Thompson opened the session with a thank you to everyone who has helped with this work.

The focus of the day is to seek approval to publish the plan.

Chiefs thanked Amanda Pearson from the MPS who has done a fantastic job leading this work. It has been a test of resilience which she has been at the sharp end of from the beginning and all chiefs thanked Amanda for her hard work.

This is a period of transition. DCC Tyrone Joyce will be joining the programme to lead from West Yorkshire.

The team will move the plan through to publication in late April. Dave Thompson has asked for delegated authority with the College of Policing Chief Executive and they are just finalising any areas around that. Some of the language will need to be altered to be more public facing and some of the timescales will need tightening -there is a lot of College of Policing related work. They will need a slightly thinner document for the public.

Amanda Pearson was then invited to speak. The version of the plan which is being shown today is quite different from the one at the last CCC. The feedback has been incorporated from the consultation they did into the way that the plan is written so there is a lot more detail in terms of how those actions are going to be carried out, why they are doing them, who is going to be responsible and why they are delivering them. There is quite a lot of detail around the first three workstreams, which have been in existence for some time now and there were quite a lot of actions within those. There is some prioritisation in there already but once they get onto the project plans which sit beneath them there will be a further rationalisation of that. There is quite a lot of demand on the College's time and resources. A lot of work sits with the college in the first workstream – internal culture and workforce and there are crossovers with Uplift and Karl's work in the DEI Committee.

There is an Annex in the plan around the performance framework and the data and the matrix that they will be collecting. There is a data strategy and there are data gaps. What are those data gaps? The plan does not want to be data obsessed but want to be able to say: What does the data tell us? Can we identify disproportionality- can we explain it and if we can't explain it then how can we change it? There is the need to get the balance right in the plan about how much data is used balanced with how much the experiences of the public and staff feed into the action they take.

There are reports coming out all of the time and they could be in a position where they never publish this type of plan. There are further reports to come in the next 6 months at a national and local level. The plan will evolve and take into account feedback from the public, feedback from the Independent Board which is just about to be established and any more learning that comes out as they go along so processes need to be in place to incorporate that.

Dave Thompson then spoke about the following matters:

- If there are upcoming issues then they will ask that force what they are doing and do an assessment through the programme to see if there is anything they need to do.

- The plan is to have more regular updates at Council.
- There will be a Communications Strategy and engagement with local community groups to obtain feedback and see what the issues are locally, and they will try and capture that feedback.
- There are case studies in the plan but not reflective of the work across the whole of policing. Dave Thompson appealed to forces to contact them if they have any case studies on the good work they are doing with black communities to get this published.
- There is a survey going out to black and ethnic minority officers as part of the uplift programme. They want to get a good level of drive behind it and it should be insightful about the challenges faced.

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

- Chiefs agreed the plan for implementation.
- Chiefs agreed to grant delegation to the NPCC lead and the College of Policing Chief Executive to finalise the public version of the document for publication in April.

### **Discussion on HMG Response to CRED Report**

The government response to the CRED report dropped out of the plan. The CRED report and the Government's response has come from the position of trying to improve things for everybody and as a result of that improving things for groups which are disadvantaged but it is still the right thing to do to have the specific focus because most of the issues in the plan are distinct issues for black people.

**Decision:** Chiefs noted the update.

### **Session 10 - Sir Tom Winsor – HMICFRS Update**

The Chair welcomed Sir Tom Winsor to the meeting. Sir Tom thanked colleagues for the opportunity to join the meeting and advised that Andy Cooke had today been confirmed as the next Chief Inspector of Constabulary with Sir Tom's term in office coming to an end on 31 March 2022.

Sir Tom thanked Chief Constable colleagues for their interactions, engagement and candour over his 10-year tenure as Chief HMI. Sir Tom updated that Andy Cooke had provided oral evidence at his pre-appointment hearing with the Home Affairs Select Committee and the committee will now produce their report. Sir Tom advised that he had briefed Andy Cooke around some of the forthcoming challenges and felt that the HMICFRS was in better shape now than it was 10 years ago with improved processes, intensified evidence-based inspections, improved use of data and improved clarity of reports and public statements. Sir Tom reiterated that the HMICFRS has a statutory mandate to independently assess the effectiveness and efficiencies of police forces and the two principal areas in this role were independence and public interest. Sir Tom emphasised the importance of the independence of Chief Constables and highlighted the balance of the boundary between democratic accountability and operational independence. Sir Tom raised the independence of the HMICFRS and its very wide-ranging jurisdiction which covered all areas of police activity (except for the IOPC's remit) along with the powers of the HMICFRS to get things changed via reason and the quality of its reports

and recommendations. Sir Tom stressed the importance of public interest and the joint aim to ensure that policing is as efficient and effective as possible.

Sir Tom commended the courage and commitment of police officers and staff when faced with danger and protecting the public and placed on record his thanks to Chief Constables for their commitment, dedication and willingness to improve. Sir Tom advised that advancements within policing had been great and whilst there was always more to do – Chief Constables should be proud of these achievements and Sir Tom encouraged Chief Constables to continue to build on these achievements.

Chief Constables raised the following questions:

- Recognition and thanks for Sir Tom’s previous support for the operational independence of Chief Constables
- The State of Policing Report and the role of HMICFRS to assist policing in addressing the gaps between capabilities, resources and public expectations
- Which legacies was Sir Tom most proud of

The Chair thanked Sir Tom Winsor for his address and his impact on policing in the UK and wished him well on behalf of Chief Constables Council for the future.

**Decision:** Chiefs thanked Sir Tom for his contribution to policing and wished him well for the future in his new role.

#### **ANY OTHER BUSINESS AND WRAP OF DECISIONS**

**Action:** Finance Committee Chair to circulate update on the impact to forces from the budget implications announcement on ChiefsNet.

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

The next full Chiefs’ Council meeting will be held on **19-20 May 2022**.