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Author and Contributors:	CLOSED
Force/Organisation:	NPCC
Date Created:	4 January 2024
Coordination Committee:	NPCC Central Office
Portfolio:	N/A
Attachments @ para	N/A
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Chief Constables' Council Minutes

6-7 December 2023

Attendees

AC Gavin Stephens	NPCC Chair
DCC Jon Reilly	Avon and Somerset
CC Trevor Rodenhurst	Bedfordshire
CC Nick Dean	Cambridgeshire
CC Mark Roberts	Cheshire
Cmsr Angela McClaren	City of London
CC Mark Webster	Cleveland
CC Rob Carden	Cumbria
CC Rachel Swann	Derbyshire Constabulary
DCC Jim Colwill	Devon and Cornwall
CC Amanda Pearson	Dorset
CC Rachel Bacon	Durham
CC Dr Richard Lewis	Dyfed-Powys
CC Ben-Julian Harrington	Essex

CC Rod Hansen	Gloucestershire
CC Stephen Watson	Greater Manchester
CC Pam Kelly	Gwent
CC Scott Chilton	Hampshire
CC Charlie Hall	Hertfordshire
CC Paul Anderson	Humberside
CC Tim Smith	Kent
CC Chris Rowley	Lancashire
CC Rob Nixon	Leicestershire
CC Chris Haward	Lincolnshire
CC Serena Kennedy	Merseyside
AC Matt Jukes	Metropolitan Police Service
AC Matt Twist	Metropolitan Police Service
Cmsr Mark Rowley	Metropolitan Police Service
CC Amanda Blakeman	North Wales
CC Paul Sanford	Norfolk Constabulary
A/CC Ivan Balhatchet	Northamptonshire
CC Kate Meynell	Nottinghamshire
CC Vanessa Jardine	Northumbria
CC Lisa Winward	North Yorkshire
DCC Malcolm Graham	Police Scotland
DCC Jane Connors	Police Scotland
CC Jo Farrell	Police Scotland
ACC Melanie Jones	Police Service for Northern Ireland
CC James Vaughan	South Wales
CC Lauren Poultney	South Yorkshire
CC Chris Noble	Staffordshire
CC Rachel Kearton	Suffolk
CC Tim De Meyer	Surrey
DCC Dave McClaren	Sussex
CC Jason Hogg	Thames Valley
CC Debra Tedds	Warwickshire
A/CC Alex Murray	West Mercia
CC Craig Guildford	West Midlands
CC John Robins	West Yorkshire
CC Catherine Roper	Wiltshire
CC Lucy D'Orsi	British Transport Police
CC Simon Chesterman	Civil Nuclear Constabulary
CEO Andy Marsh	College of Policing
	National Crime Agency
	National crime Agency
CC Melanie Dales	Ministry of Defence Police
Provost Marshall Sarah Pringle-Smith	Royal Military Police

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

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

In attendance

Act Exec Dir Yvonne Cooke
Rt Hon Chris Philp
HMI Michelle Skeer
Donna Jones
DCC Ian Critchley
DCC Janette McCormick
T/DAC Alison Heydari
ACC Adam Swolenci

Professor Paul Taylor

DCC Maggie Blyth

ACC Mark Williams
Gemma Stannard

Garda Police
Minister of State for Crime, Policing and Fire
HMICFRS
Chair of the Association of Police and Crime Commissioners
NPCC Lead for Tackling Organised Exploitation
NPCC Strategic Workforce Lead
NPCC Police Race Action Plan (PRAP) Lead
NPCC Criminal Justice Coordination Committee
NPCC Criminal Justice Committee Coordinator
NPCC Finance Committee Coordinator
NPCC Chief Scientific Officer Policing
NPCC Review of Productivity in Policing Team
CEO BlueLight Commercial
Performance Management Committee Coordinator
NPCC Violence Against Women and Girls Lead
College of Policing
NPCC Productivity Review Team
Head of NPCC Productivity Review
NPoCC
NPCC Strategic Hub Lead
NPCC Staff Officer to Strategic Hub Lead
NPCC Head of Organisational Development and Change
NPCC Strategy, Planning and Performance Lead
NPCC Business and Chiefs' Council Manager
NPCC Staff Officer to NPCC Chair
NPCC Freedom of Information Act Officer
NPCC Freedom of Information Act Officer
NPCC Strategy, Planning and Performance Team
NPCC Head of Communications
NPCC Business Support Assistant
NPCC Business Support Assistant
NPCC Business Support Officer
NPCC Business Support Officer

NPCC Resourcing Officer
NPCC Executive Assistant to NPCC Chair
NPCC Senior Organisational Development and Change Manager

SESSION 1:

MINUTES AND ACTIONS FROM PREVIOUS MEETING

The minutes for the previous meetings held were agreed:

Decision: September 2023 – Agreed

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

Parish Notices

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

- CC Jeremy Vaughan was appointed as the next Chair of the NPCC Science and Innovation Coordination Committee.
- Chris Haward is now the National SOC Lead.
- Rachel Bacon is now Chief Constable of Durham Constabulary.
- Ivan Balhatchet is now T/Chief Constable of Northamptonshire Police.
- Alex Murray is now T/Chief Constable of West Mercia Police.
- Jon Boutcher has now been appointed as Chief Constable for Police Service Northern Ireland.

The Chair announced that it was CC Lisa Winward's and Steve Jupp's last CCC meeting and wished them the very best for the future.

The Chair was pleased to announce that Chief Constable Rod Hansen, Gloucestershire Constabulary has been appointed as Chair of the Performance Sub-Committee and Chief Constable Lauren Poultney, South Yorkshire Police as committee member.

Action: NPCC to circulate update on appointments for the performance sub-committee via ChiefsNet.

NPCC Roles:

The chair highlighted a number of national NPCC roles which were vacant and encouraged chief officers to apply for these as follows:

- Local Policing Coordination Committee
- Surveillance Portfolio
- Race and Religion Portfolio
- Emergency Services Network (ESN)

Chair's Update

The State of Policing Update:

There were a series of recommendations on the report and a letter from the Home Secretary was received requesting that this be discussed between Her Majesty's Inspectorate of Constabulary (HMICFRS), NPCC, the College of Policing and Association of Police and Crime Commissioners (APCC) to There is no push for any new legislation or additional powers.

Decision: Chiefs noted the update.

Coordinating Committee Planning Day:

There is another Coordinating Committee planning day in the diary. There is still an opportunity for colleagues to have an input into the structure and organisation of the day.

Decision: Chiefs noted the update.

Arrangements for the APCC-NPCC Summit:

The arrangements for next year's summit have been finalised with the dates confirmed as 19-20 November at the QE11 Conference Centre.

A private event is going to be planned to take place in the Spring at the College of Policing to include Police and Crime Commissioners (PCCs).

Decision: Chiefs noted the update.

Police Race Action Plan (PRAP Update):

Decision: Chiefs noted the update and supported the application of suitably qualified staff for secondment opportunities as well as attachments to PRAP as summarised within this paper.

Current Operational Demands:

Update: OP Tarlac

Op Tarlac started on 7 October. There is a Gold group multi agency with a number of national portfolios engaged. There is a Silver group also set up. There will be bi- weekly gold and weekly silver until Christmas to be reviewed in the New Year. The reporting rhythm is weekly. There have been challenges around policing independence. There have been 825 protests across the UK with nearly 20,000 officers deployed. Over 1800 officers have been deployed on mutual aid.

The Metropolitan Police Service (MPS) have recorded over 15,000 engagement events including schools, synagogues and mosques. Since the 2 November there have been 1,620 synagogue visits and 1,650 mosque visits. These are just the formal engagement exercises but in addition there has been local policing engagement.

CLOSED

There is still the Just Stop Oil campaign, Climate Change and Safeguard which are adding pressures to the system.

Antisemitic hate crime is up 680% and Islamophobic hate crime is 140% which may be under reported as only 27 forces are reporting back in. These are national figures and not the MPS figures which are much higher. Arrests outside of the MPS are 92 antisemitic and 68 Islamophobic. The current cost for mutual aid is just over half a million but this may be underreported as it has only been recorded since the beginning of November.

Questions have been raised about off duty attendance at protests and consistency over what was allowed for Black Lives Matters and the Ukraine war and what is being allowed in these circumstances for Israel, Hamas and Gaza. This is a matter for Chief Constables and applying the code of ethics. The guidance is not to wear anything that will associate an individual with a political movement and not to identify and present themselves as a police officer and to maintain their professional standards of

conduct. Police staff are being given the same advice.

A group has been set up to look at recovery with the anticipated ongoing community tensions and a move apart within communities. There has been a working group established under the silver command to look at this.

There has been a revision and review of the guidance for investigators from the College of Policing with all the guidance now in the one place. There have also been some workshops involving the Jewish Police Association and the National Association of Muslim Police Officers. Consideration needs to be given to Jewish and Muslim officers who are deployed to protest environments and the personal impact this can have on them post deployment as well as Jewish and Muslim officers who may want to be more engaged with community work.

There is the upcoming Home Affairs Select Committee, looking at legislation and the main issues will be looking at flares and memorials. There will continue to be scrutiny around whether the police are robust enough around hate crime, policing protests and police use of powers.

It was reported that there has been an increase in domestic abuse because of the tensions which are building, and which are often within these communities. There will be a Knowledge Sharing event on 13 December for public order leads.

A thanks was expressed to NPoCC and to all involved with the mutual aid effort. It was commented that the support provided has been critical to the policing of the protests but also to the overall policing of London.

It was also reported that there have been comments from different countries stating how impressed they are with the UK policing of these protests as well as the management of the politics around operational independence.

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The FA Cup third round is taking place on 5-8 January with home matches which will also bring challenges.

Decision: Chiefs supported the next steps from the slide:

- Continual policing improvements
 - 'Guidance for investigators'.
 - Workshops with JPA & NAMP.
 - Identifying and sharing 'best' engagement practice.

Firearms Update:

Following the charging of an officer in response to the shooting of Chris Kaba, a number of firearms officers put their weapons down for a period of reflection causing significant issues in London. The Home Secretary announced the Home Office review of accountability around police use of force which played a key role in persuading firearm officers to pick their firearms back up and settled officers across the country. There has been pressure into the Home Office about progressing this review at pace. There have been anonymity hearings and at the end of January, the Court has decided that the officer will be named which is a further pressure point for firearm officers.

A steering group has been pulled together across the NPCC with a small number of Chiefs with relevant portfolios. Submissions are to be with the Home Secretary before Christmas. The submission deadline

has been set for 17 November. The MPS have their own submission. The Police Federation and Superintendent Association have also put a submission in to the Independent of Police Complaints (IOPC) with a summary of their submission on their website. There is a lengthy legal submission from the NPCC.

There has been a large data capture across forces to show the effect this is having on Firearms officers, misconduct cases to be able to give data to the Home Office. There has been an engagement survey across all forces seeking officers' views and experiences of being subject to criminal cases around use of force, misconduct cases with 1400 responses across the country. A number of engagement sessions took place with officers on lengthy investigations/misconduct cases and they heard from those officers directly and the impact it has had on them and on their families, their career prospects etc. The Home Office was invited to these sessions and found the case studies to be very powerful in showing the impact this has had on the Officers concerned.

Decision: Chiefs supported the next steps and direction of travel as:

- Regular Home Office Engagement.
- Learning Opportunities – support implementation.
- Drafting communications plan for circulation.
- Approach to publishing the submission.

Action: NPCC comms to draft plan and circulate to all chiefs.

Legal Submissions:

It has been argued that the current legalisations underpinning police use of force provide insufficient safeguarding to officers. The assessments need to take account of the training that the officers have received.

The threshold for launching misconduct proceedings needs to be raised. The IOPC should be encouraged to look more closely at the information they have available to them such as CCTV and body worn video before they start looking into misconduct proceedings. The timeliness of investigations needs to be looked at. The need for stronger legal assessments was also mentioned.

Anonymity is a real issue. The Home Office have been lobbied as officers are concerned with anonymity being removed.

The importance of keeping officers updated with the legal submission was stressed making it more widely available. The NPCC needs to be fully behind the submission.

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Officers are putting confidence in the Accountability Review and if this fails to deliver useful recommendations, then it will make officers question whether they have sufficient protection. There is the perception amongst armed officers that Chief Constables spend a lot of time focusing on the families and the bereaved which is completely correct and justifiable but not so much time supporting the Police officer involved.

Forces can speak up even if the IOPC is taking the lead on the media, forces should have more control as to what goes out in the media for managing the wider tensions in the communities which these incidents can often generate.

Chief Constables should say more post incident and must also state support for their own officers.

Decision: Chiefs were united in their support for the review and for their officers and staff.

Action: NPCC Comms team to draft and circulate core script with key messages.

Action: NPCC Lead for firearms to circulate bullet points to all chiefs to support speaking with their MPs.

Safeguard update:

The pressure point was about the logistics of moving the prisoners. This is being worked through for the next iteration. It was formerly stood down on the 14 November following the announcement by the Lord Chancellor regarding early release – releasing people in controlled measures 12 days before their sentence. This has released 1000 prisoners and elevated the pressure up to the Christmas period. There is likely to be the need to start standing up Safeguard again in January.

Action: Letter to be circulated to all forces.

Regional Papers

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

Tackling VAWG Update

Decision: Chiefs supported the identified priorities for VAWG and the national framework for delivery 2024-2027. An amended version has been submitted following the feedback in session 12 on the agenda.

Decision Making at CCC Interim Update

Decisions: Chiefs noted the update in the paper and this will be discussed as a substantive agenda item at session 6 on the agenda.

Digital Forensics

Decisions: Chiefs supported direction of travel but cannot agree recommendations in the paper at this time until more information is provided on KPIs, Cost and resource implications. It was agreed the paper will be remitted back to Crime Coordination Committee to review.

Federated Ranks Annual Leave Entitlement

Decisions: The majority of forces supported in principle but wanted a full operational impact assessment as all regions had issues with the capacity, costs and implementation plan. It was agreed to remit this paper back to Workforce Coordination Committee for review and implementation will need to be pushed back.

Decision: Further discussion will take place in session 9 on the agenda.

Police Heritage

Decisions: Chiefs agreed both decisions from the paper as:

1. Recognised and supported in terms of the value of police heritage and the opportunities it brings, demonstrating their commitment to protect their own force heritage by signing up to the Heritage Pledge.
2. To develop a National Police Heritage Strategy, to ensure consistency amongst forces.

Tackling Organised Exploitation

Decisions: This will now be a substantive item on the agenda in session 13 for a decision.

POPS Gold Command and SFC Course Redesign

Decisions: Chiefs agreed and supported the extension of both Gold POPS and SFC courses to maximise training opportunities for Strategic Commanders for Forces. This was following discussion in the meeting reviewing the regional feedback provided.

Chief Officer Appointments Guidance

Decisions: This will be discussed at session 8 on the agenda for decision.

Rapid Video Response Support for National roll out of capability

Decisions: Following review of all regional feedback in the CCC regional meeting chiefs agreed there was strong support for option 2 in the paper and have agreed for the NPCC CSA Team to starting working this up. The team will engage with the regions on their comments to factor this in but no substantial discussion required at CCC.

Session 2 – Chair of the Association of Police and Crime Commissioners (APCC)

The speaker requested for their introduction / overview not to be captured due to the sensitive nature of the material. The NPCC chair agreed this in the meeting.

The speaker outlined key topics around future workforce planning for Police and Crime Commissioners (PCC).

PCC's are aware of the current legal position for the firearms review and the APCC are offering support on behalf of PCC's for national correspondence.

The LQC model is preferred by PCC's and the APCC for Chief Constable dismissal powers. PCC's have stated, as the employer, they should lead and chair misconduct hearings for Chief Constables. This is the current process around performance, but not police regulations. There are ongoing conversations with the Home Office on this topic.

The speaker thanked the College of Policing (CoP) on their involvement and ongoing work with the Code of Ethics.

The APCC has asked PCC's for their guidance to ensure there is transparency and openness around the Chief Constable appointment process to understand roles and responsibilities. The APCC have worked with HMICFRS, who have offered PCC's support for readouts of thematic inspections and pill performance from a force when someone has been shortlisted. This enables PCC's to be given the most informed decision.

. The speaker outlined ongoing work in the Criminal Justice System including issues in courts, strengthening of Criminal Justice Boards's and community safety partnership (CSP) reviews. Part 2 of CSP is being considered by the Home Office, however the speaker highlighted not all CSP's are full time but have oversight and instruct serious case reviews. The APCC are having conversations in the national space and requesting that upper tiers, unitaries and county councils support policing and the Criminal Justice sector.

Chiefs voiced their concerns on sustainability and the recent 7% pay award has created deficits in maintaining officer numbers. Many officers are picking up other jobs and forces are forecasting officer numbers to decrease. The Chair of NPCC and Chair of APCC recognise the financial pressures facing policing and upcoming unfunded pressure, and the APCC will be looking at how they can support forces. Chiefs discussed the future direction for out of court disposals. On average, the duration of the length of time people are on remand, has doubled. The APCC Chair highlighted there are not enough courts, magistrate courts and legal advisors, leading to individuals being on remand for longer or in the community. The time between convictions and sentencing has also increased. The APCC will work with forces and Chiefs around the provisions in place.

Lastly, Chiefs discussed the trust and confidence associated with peel inspections and engage status. The speaker recognised that the government require outcomes of policing to improve and change, however a balance is needed between improvement, reputation and trust and confidence. Grade deflation is on radar in the APCC.

Decision: Chiefs noted the update.

Session 3 – NPCC Criminal Justice Coordination Committee

The Chair of the committee introduced the session which would provide an overview of activity and direction of travel within the committee, an overview of the performance framework, associated risks

and a more detailed look at some specific areas including charging, disclosure and out of court resolutions.

The chair summarised the activity undertaken within the committee since July's Chief Constables Council and highlighted some of the key areas:

- Significant issue regarding prison capacity.
- HMICFRS State of Policing annual assessment which sign posted some of the challenges in the criminal justice system.
- Recent Ministerial roundtables held both with policing and across the judiciary system.
- Development of a cross agency Criminal Justice problem statement.
- Impact of the Lord Chancellors Reform announcements.
- Publication of the Policing Productivity report and its recommendations.

The Chair provided an overview of some of the key achievements made by the committee in recent months which included progression on governance issues (including the re-start of the national Criminal Justice Board and its focus on key national strategic issues and Local CJB's and the desire to establish a LCJB framework).

The chair signposted some of the portfolio updates as outlined in the slide pack and highlighted the development of the Domestic Abuse Joint Justice Plan. He introduced the national VAWG lead who gave an overview of some of the key principles:

- Statement to be issued on 16 days of action for VAWG (with a supporting press release and letter to forces).
- In April 2024 will be looking to pilot innovate practices to combat domestic abuse which will focus on charging and working with specialist support groups - this will be supported by a joint plan to be published in March and with which forces were encouraged to engage.

The chair provided an overview of policing's assessment of the Criminal Justice System (CJS) and advised that feedback from forces had been sought to inform this assessment. CC Nixon summarised the challenges as:

- Demand and complexity increase which outstripped the capacity of the CJ system.
- Burden of disclosure and DG6.
- Backlog of crown courts.
- Prison capacity and the increased use of electronic monitoring.
- Findings from the HMICFRS State of Policing report and the Productivity Review and the implications from these reviews for the CJ system.
- Summary of the cross agency CJS problem statement and the current direction of travel – including engagement with the new Director of Public Prosecutions.
- Overview of some of the resource and capacity challenges.
- Oversight of current risks being managed by the NPCC Criminal Justice Coordination Committee (CJCC).
- Opportunities for Criminal Justice Reform – including better system working, more diversion and prevention, greater efficiency and effectiveness.

There was broad support from Chief Constables regarding the current focus and direction of travel of the Committee and it was noted that there was an opportunity to focus on some positive areas including highlighting the volume of cases and offenders being progressed by policing. It was also noted that partners in the judiciary had a key role to play in around improving trust and confidence in the system.

There was a debate regarding the need to be clear with partners around issues of demand and capability of the system and what policing requires in order for the system to improve including issues such as greater local discretion, use of out of court disposals, partnership approach etc. The CJ Chair advised that there had been visibility and momentum around addressing some of these challenges at a strategic level and it was hoped some fruition would be seen in the near future. Chief Constables discussed issues around prolific offenders and the need to push back to partners regarding their roles and responsibilities.

The new ACC for the CJCC provided an overview of CJS performance and the approach that was being taken via the Criminal Justice Action Group (CJAG) to provide a cross CJS data enabling function. An overview of the CJS partnership landscape and a summary of the national strategic governance boards, their roles and how they will impact on planned improvements to performance across the landscape including an overview of national improvement indicators, performance metrics and work ongoing with force CJ leads.

Chief Constables were supportive of the direction of travel in this area and sought assurance that data provided by policing was being used to reduce pressures locally and that other partners were also engaged and transparent. Chiefs queried what funding is available in the system to focus on court systems and what support there is to increase local capacity and capability in force case progression units etc.

The chair provided an overview of the focus of the CJ Committee over the next 12 months and summarised this would be on three key areas; coordination, collaboration and communication. The CJCC Strategy had been redrafted and would be finalised and a draft shared in due course.

The lead for charging provided an update on the Stage 1 Charging Model. At the end of November, 35 forces and 11 CPS areas had gone live with the model with work ongoing with those remaining forces and Crown Prosecution Service (CPS) areas that were working to adopt the model. The lead provided a summary of activity in place including the increased use of MS Teams by forces and CPS areas to improve communication, increased positive working relationships between forces and local CPS implementation teams, the formal evaluation of the charging model to be completed in Quarter 4 and the implementation of processes by CPS Direct that had seen improvement in some areas. The lead highlighted some of the remaining areas of challenges which included the volume of cases with short term PACE clocks and issues around file compliance. Chief Constables thanked the lead for his leadership in this area and commented on the level of change that was required in order to ensure that the system was fit to cope with demand levels.

The lead for disclosure portfolio provided an update on disclosure and redaction and updated on work that had been ongoing to negotiate some amendments to the redaction related guidelines and DPA and he outlined some of the challenges that had been faced by policing and law enforcement agencies during this time. The lead updated on discussions that had been progressed on a proposed pilot which would test some of the redaction changes and work on this is ongoing including engagement with PDS to look at possible automated solutions to assist with redaction processes.

The lead for out of court disposals provided an update on out of court disposals and advised that work had been undertaken in close conjunction with the national strategy document (2022 – 2027) and much of this work had been supporting forces to be ready to deliver the new caution framework. The lead provided an overview of the proposed escalator framework, an update on the current position with OOD including an overview of forces assessment of their readiness to transition to 2 Tier and highlighted some of the ongoing activity to reduce disproportionality, identify training requirements and work ongoing with ACE.

The lead highlighted some of the recent achievements within the portfolio and these were around the

ACE discovery work with the establishment of a draft OOCR operating model, work on the rebrand strategy which had been in place since June 2023 and a review of the child gravity matrix. The lead highlighted the volume of out of court resolutions and advised of the opportunity to have a greater focus on prevention. The lead highlighted some good work that could assist with the management of OOCR going forward and this included the centralisation of teams and the digital solutions for referrals. The lead updated on OOCR implementation and advised that this had been deferred until 2025.

The Chair closed the session and asked Chief Constables to review the supporting slides that had been shared and welcomed any additional feedback to be provided to the CJ Committee. Chiefs were asked to:

- Note and endorse direction of travel.
- Provide additional areas for consideration.
- Provide feedback for portfolio leads within strategy development.
- Support a consistent narrative.

Decision: Chiefs supported the asks as above.

The NPCC Chair thanked the CJ Chair and the team for the hard work in committee which spanned a broad area and raised the possible need to consider how policing can influence if there is any change in government. The NPCC Chair asked colleagues to consider what 3 or 4 key areas in this field that they would like included within the agenda for reform and what policing should push as a collective for. Some suggestions were around the localised co-location of policing/CPS, one benchmarked data set, the need for consistency, the right to charge for more offences, reduction in bureaucracy, return to a 'charge and then file build' model and a change to the requirement for a guilty plea to be required for OOCR.

Action: CJ Committee to develop a core narrative around key criminal justice activity including a summary of the positive activity ongoing that can be shared with Chief Constables to provide a key narrative/script for future communications.

Decision: Chiefs were encouraged to attend the 14 December briefing session on improvement plans for CJ.

Session 4 – NPCC Response to the HMICFRS 'Getting a Grip' Report

His Majesty's Inspector (HMI) gave a presentation on the HMICFRS PEEL Spotlight report and its recommendations. The spotlight reports focus on the findings from all 43 force Peel inspection program. Their purpose is to highlight national themes looking in-depth at specific issues by trying to identify what is working well, what needs to change and the main barriers to making improvements. It also highlights examples of promising and innovative practices to support national improvements as well as making recommendations to Forces, the National Police Chiefs Council (NPCC), College of Policing (COP) and the Home Office.

HMI discussed July 2023 report *Police Performance - Getting a Grip*. The report identified some fantastic work in policing with lots of examples. But public confidence in policing has been hit hard over the last few months, and the report highlights some of the reasons this may be the case. HMI stressed the criteria for assessment hasn't changed but there has been more focus on leadership and outcomes in this inspection.

The report identified workforce is increasingly under-resourced, with forces running regularly at minimum staffing levels and it was highlighted that calls were not getting answered from the public. There also needs to be a sharper focus on performance management, better use of data with six national recommendations, 3 for forces and 3 for NPCC and Home Office to improve services that forces give to communities they serve.

Discussions are proposed to take place on recommendations 4a, 4b and 6 of the Peel Spotlight report and the Performance Management Coordination Committee (PMCC) Chair provided a response on behalf of NPCC to decide if they are achievable by July 2024. The PMCC Chair stressed there are a lot of national frameworks creating a confusing landscape.

Chief Constables mentioned there is a perception that the process isn't as harmoniously joined up. NPCC have a key role in setting the policy and strategic direction with coordinating committees. The college set up and deliver the standards and training, but there are things being brought into the inspection process that haven't come through NPCC. HMICFRS wants forces to succeed and wants to help forces that are struggling and provide that guidance with the College.

Chiefs discussed recommendation 4b and asked HMICFRS if there were some things that did not need to be measured nationally because additional pressures added by the inspectorate or central government slows the progress by forces. HMICFRS response was Chiefs as part of their performance committee in conjunction with NPCC must decide what should be in the performance framework and then HMICFRS will be part of the consultation and then judge against the standard from an inspectorate point of view. No view on what to stop measuring as there is public expectation. There will be a spotlight report on investigations at some stage as it is a key area. It is a two-way effort between the inspectorate working with forces, the COP and other bodies to ensure standards are improved. Chiefs recognised that collectively there is a real opportunity with HMICFRS and the Home Office to develop a framework to measure all of the relevant areas to achieve one data set. Chiefs suggested adopting a robotics system so that it pulls all the data. Concerns were raised about changing local frameworks. Chiefs agreed including the basics and having an initially simplistic national framework can be easily subscribed by everyone, but there are local issues that might take particular focus and the need for local flexibility and understanding. Chiefs would like the framework implemented before the new government enters office so that forces can demonstrate value for money. This will also provide clarity to communities. HMI understood concerns and reiterated that it is about having the core points in the national framework which does not take away from local priorities.

The Chief Executive Officer (CEO) of CoP confirmed good dialogue between the CoP and HMICFRS. HMICFRS determine what good looks like, and they readily use college standards on all of their inspections. HMICFRS intention is through smarter system working with everyone to improve policing. There is continued dialogue with the team on emerging issues which are distributed through knowledge sharing events.

Chiefs asked for recognition of the role of Police and Crime Commissioners (PCC) and their impact on all forces which is omitted in HMICFRS reports. PCCs hold forces to account and have a large influence on what forces do, in terms of resourcing, priority setting, police and crime plans. HMI acknowledged the valid points. The inspectorate does not currently examine that space and are not sure when they will, as HMICFRS inspect forces not PCCs. But understand there is a bigger influence from some PCCs than others in terms of directing resources, funding arrangements. HMICFRS has a good relationship with the APCC. Chiefs will inform HMICFRS about PCC involvement and presence in hot debriefs which happens in most forces and HMICFRS can get a view from PCCs which can then be reflected in the reports.

Actions and Decisions:

- It has been decided response times are to be measured at the point the call is received.
- NPCC and Home Office are to develop set of principles for collection and analysis of data across the forces to improve attendance times by certain dates. Aim to better understand data and implement one national target forces should meet.
- NPCC should map all analytical, IT capabilities and capacity across all police forces and develop a plan to identify gaps with a timescale for implementation.

- National Leavers framework launched in December 2022 for police officers and staff. There is a toolkit to use to identify patterns/themes. The ask is to get the data right to understand this and for people to use it. Stay and exit interviews are used to try to retain staff if possible.
- NPCC to develop a national performance framework with timescales for implementation.
- The Data, Digital and Technology Coordination Committee (DDaTCC) plea to Chiefs to fully leverage the data and analytics board and make sure the approach is co-ordinated.
- COP asked for increased dialogue to remain relevant and listen to Chiefs' concerns.
- HMICFRS spot innovative practices which are compiled by COP and shared online. COP asked Chiefs to share innovative practices and learning sets for publication on the website.

Session 5 – Agenda for Reform

The Chair welcomed colleagues and highlighted that this was an opportunity for individuals to contribute. The Chair discussed the following key areas:

A thriving workforce, with the specialist and leadership skills for success.

- A balanced workforce of officers, highly skilled staff and volunteers.
- Competitive pay and conditions.
- Attractive employment and development opportunities.
- Raising Professional Standards.

Prevention, Partnership working and Infrastructure.

- Communities which are safer and feel safer.
- Prevention.
- Partnership Working
- Infrastructure.

Criminal Justice Reform.

- Better system working.
- More diversion and prevention.
- More efficient and effective.

Exploiting the very best that Science and Technology has to offer.

- Implementation of Policing's Science and Technology Strategy.
- A Data and Evidence Driven Service.
- Transparency

Funding the Agenda.

The Chair highlighted the following work that is ongoing and is already working towards the Agenda. This includes:

- Criminal Justice Reform - beginning to distil what is required in this area.
- Science and Technology - progress is being made in the UK and Internationally with Five Eyes partners.
- Finance - highlighted the clear view provided to the Home Secretary on where policing is currently in relation to financial resilience and the necessity for a well thought out workforce plan.

The Chair asked colleagues to focus on point 2 and provide feedback. Chief Constables provided the following feedback:

- Opportunity to grab the initiative and it is important to set the direction law enforcement should take.
- Change is necessary and coming, it is important to influence this nationally.
- Need to agree what needs to be done locally, and what needs to be done centrally.
- Important to hold partners to account for community safety.
- Feeling partnership working is not as strong as the past. Opportunity for a re-set.

Decision: Chiefs supported the direction of travel.

Action: Financial resilience letter to Home Secretary will be shared with all chiefs.

Session 6 – CCC Governance and Decision Making

The Chair outlined it is important the time at CCC is utilised effectively discussing strategic issues impacting policing. The Chair then outlined the following key findings:

- The voting threshold should be higher than the current 51% simple majority. A vote will be held later in the meeting to set the threshold.
- Technology should be used to support engagement and voting at CCC.
- By - proxy voting in the absence of a Chief Constable was favoured.
- Formal derogation from decisions should be implemented.
- In person, less frequent CCC meetings would be preferred. 4 in person meetings with extraordinary online meetings if required.
- Delegated decision-making authority should be given to Committee Chairs for non - contentious issues.
- Support for making improvements around the recording, tracking and monitoring of decisions made.

CCC was asked to discuss and agree the following:

- Council to discuss and decide upon the appropriate voting threshold between the options of 60% and 75%.

DECISION: 75% majority required.

- To implement the s22(a) in relation to derogation from decisions made at CCC.
- To give delegated decision-making authority to Committee Chairs to make 'non - contentious decisions.

AGREED by Chief Constables.

- To identify a financial threshold for 'non - contentious' decisions.

DECISION: Structure to stay as is now. More work required and returned to CCC.

- To implement by-proxy voting by Deputy Chief Constable (or appropriate representative) in the absence of a Chief Constable at CCC.

AGREED by Chief Constables.

- To revert to a model of in person, quarterly CCC meetings.

AGREED by Chief Constables.

- Coordination Committees will take responsibility for the scrutiny and quality assurance of all papers submitted to the regional process and CCC aligned to the new guidance and 3D model (Decision, Debate, Dissemination).

AGREED by Chief Constables.

- Late papers or presentations passed the deadline date will not be accepted and removed from the agenda.

AGREED by Chief Constables.

Action: Revised timeline for CCC in 24 will be circulated to all chiefs.

The Chair closed the session.

Session 7 – CT Policing Update

No minutes are captured for this session.

Item was for discussion only and no decisions.

Session 8 – College of Policing

The Chair welcomed the College of Policing Chief Executive Officer.

The College CEO highlighted the areas which are to be covered during the session, including:

- Chief Officer appointments.
- Sergeant to Inspector Promotion Process.
- Next steps for the Executive Leadership Programme.
- Proposed changes to Public Order Public Safety training and Strategic Firearms Course.

Chief Officer appointments - update given by College of Policing CEO.

The CEO gave the following update:

- A review of senior leadership development within policing with 6 recommendations made. These are being managed through a Chief Officer review Group, chaired monthly.
- 2 recommendations are well underway, these are, reform of senior PNAC and reform of Strategic Command Course.
- Chief Officer appointments under review and includes the appointment of Chief Constables by PCC's and the appointment of Deputy's and Assistants by Chief Constables. This was undertaken for the following reasons:
 1. To create transparency and fairness over selection.
 2. Too many vacancies.
 3. To improve consistency in the process.

The above has been through the following consultation process:

- Been to the Chief Officer Review Group four times.
- APCC twice.
- CCC twice.

The CEO highlighted the need to balance conflicting views around the process. Final amendments has been made to the guidance and these include:

- Placed and emphasis on the benefits of movement between forces.
- Clarified the potential role of HMICFRS for Chief Constable appointments.
- Clarified the guidance on re-vetting.

- In-line with the policing protocol, which says Chief Constables should consult with PCC's on proposed Chief Officer appointments.

It is important to note the guidance is not binding but intended to create consistency and clarity. Chief Officers did not provide any further views.

Sergeant to Inspector promotion process - update given by the College Director of Workforce Development.

The following update was provided:

- This reform is part of the wider work to improve leadership.
- Carried out to ensure processes are fit for purpose and those with leadership potential and capability are promoted into leadership roles and given the support and development necessary to ensure they are successful.
- A service wide consultation has taken place on promotion and progression up to Chief Officer and resulted in 9 recommendations.
- The reform work has started at Sergeant to Inspector level.
- A range of activity has taken place to develop a three-stage process which is underpinned by the development required for the next rank and evidence around operational and leadership potential.
- A small number of forces will work with the College to develop the detail and test potential new approach, and this includes testing whether the exam can be replaced with a more practical application of legal knowledge for sergeants and a reduced exam for inspectors to test the extra knowledge required.
- Taking a slow and methodical approach and testing for 12 months prior to reporting to Chief Officers to ensure the scale of reform is fully understood before it is agreed.
- Any major changes are unlikely to be rolled out until at least 2027. This includes the removal of any exams.

The Chair canvassed colleagues for questions and observations and Chief Constables raised the following points:

- Raised the importance of ongoing communication around timescales, issues and way forward.
- Highlighted the quality of supervision is key and a timeline for forces to prepare is essential.
- Some Chief Constables raised concerns around the potential of the exam being removed and highlighted the importance of both knowledge and leadership and stated many industries have exams to test understanding.
- One Chief Constable highlighted the importance of the work and the due diligence being undertaken.

ACTION - College of Policing to share the evidence base underpinning this work.

Action: Revised paper will be circulated for further feedback with chiefs through the regional Council process for the March 24 meeting.

The College Director of Workforce Development and CEO raised the following final points:

- Clarified this is not a pilot and is testing, with approximately 3 forces will partake in testing. Already explored extra assistance on the exam and believe it is important to test other ways in which individuals can demonstrate legal knowledge. After testing options will be presented to Chief Constables for discussion.
- Reiterated this is not a binary choice and simply an opportunity to test different options.
- Reviewed points from the room and clarified colleagues would want knowledge to be tested, do not want individuals to be dissuaded from coming forward for promotion, and colleagues wish for options to be explored in line with these parameters.

Next steps on the Executive Leadership Programme.

The Director of Workforce Development provided the following update:

- Cohort one completed module three.
- Cohort two are completing the development centre and now two cohorts are up and running.
- Evaluation and feedback are taking place and have a good idea of what worked well and what needs to change.
- Decision made earlier in the year for a 12-month gap between Cohort three. This review will begin and report back to CCC in May 2024 before recruitment for cohort 3 begins.

Proposed changes to Public Order Public Safety and Firearms Training - update provided by the College Director of Operational Standards. The following update was provided:

- Highlighted the good work and engagement between forces in a complex area of work.
- The current length of both courses is 5 days, with 3 days classroom, one day Hydra and one day assessment.
- It has been highlighted by inspections both courses may need to be lengthened.
- There have been significant developments in firearms command due to previous incidents. With Public Order also being a complex area of business.
- The redesign plan will lead to both courses becoming 8 days which are run over two weeks of 4 days.
- Increasingly important to ensure candidates have the correct training and basis to succeed in the role.
- Highlighted the courses are being designed with close collaboration with the service.

Chief Constables highlighted the following points:

- Further understanding required around the impact on currently accredited commanders. It was noted, the reaccreditation would stay the same.

Decision: Chiefs supported the direction of travel.

The Chair closed the session.

Session 9 – NPCC Workforce Coordination Committee

Strategic Workforce Lead (SWL) provided an overview on Pay and Conditions Portfolio.

Started with two broad categories pay point interventions last year. It is acknowledged that legacy pay point intervention and a fair pay deal for police officer are still going on. Chief emphasized there is need for clarity on an implementation plan and strategy for fair pay deal that aligns with evidence sessions and a collaboration with other associations was highlighted.

Recognising the need for broader reform, aligning with positive stance of the Pay Review and with the positive outcome of previous year's strategy, Chief expressed confidence in the leadership.

Next, there was an overview of the targeted variable pay presented, providing insight into the temporary legislation enacted in 2020. It was said that a revised business case has been submitted to the Minister, anticipating a decision on making the legislation permanent. To address data inconsistencies, there was a proposal to standardize local policies and data collection continuing until July or August next year.

Recognizing the diversity in geographical and cultural contexts, Chief shared ongoing efforts to standardise policies, rationalize payments and expressed the importance of flexibility.

Chief continued to present key highlights from the strategic assessment of the workforce, covering various aspects such as the labour market and economy, financial sustainability of forces, service profile, and productivity.

Moving on to the service profile, the assessment highlighted the consequences of ten years of workforce famine followed by three years of uplift. The imbalance in the service shape was also discussed. There were focuses on well-being, core capabilities, and other relevant areas. It was mentioned that there is a growing focus on well-being work, especially in the early years.

The discussion touched upon capacity challenges in the investigation departments, with data indicating a reduction in the number of trainees relative to the number of officers. There was a caution about the investigative system being at capacity and the need to consider strategic directions for the future. Next, Chief discussed the new Leadership Portfolio and its priorities. The focus was on understanding leadership approaches across policing and working with the college to implement standards. It was highlighted the ongoing challenges in leadership development and the efforts to create a national network for sharing good practices.

Moving on to the Executive Leadership Program (ELP), Chief shared that there were concerns about the blended learning approach and the anxiety related to assessments. To resolve this there was need to address gaps and enhance consistency program support. Chiefs voiced their strong support on a review in January to capture qualitative feedback.

Meanwhile there were concerns raised about assessments, course content, and the blended learning approach, Chief suggested forecasting slots for syndicate well into the future to ensure the best individuals are engaged.

Decisions

- Forces to collaborate on standardising policies, critically review and validate the data to ensure accuracy.
- Leverage the information for strategic planning, both at the local and national levels
- Focus now shifts to addressing concerns, improving support, and ensuring the program aligns with the broader goals of leadership development in policing.
- Chiefs were encouraged to actively engage in the ongoing workforce planning efforts.

- The need for a core script on workforce discussions was proposed to align communication.
- Chiefs supported the idea of a review and requested to bring the program back to conclude by March.

Action: Chiefs agreed to host an extraordinary Chiefs' Council meeting in January 24 for discussing pay and reward changes and decisions required.

Session 10 – Minister for Policing

Key points from Policing Minister session:

- **Uplift/frontline officers** - strong focus on maintaining resources for frontline and keeping figure at 20,000 additional officers (Donna Jones noted this will be a red line right up to the election).
- **Policing settlement** expected on 14 Dec (to include £5.15m to fund the pay increase, buy Paul Sanford noted the gap is actually £5.4m).
- **Administrative burdens:**
 - RCRP - urged forces to implement ASAP and offered to support any with challenges from local health services.
 - HOOCR - have addressed double recording issue.
 - CPS interface - Minister has had constructive discussions with new DPP, had struggled to make progress with predecessor. Minister hopefully new DPP with unblock issues around DG6, anticipated not guilty pleas, police vs CPS charging decisions and redaction.
- **Maximising additional resource in 3 ways:**
 - Prevention - VRUs
 - Protecting the public - visibility, hotspot policing (funding for ASB hotspot approach to be rolled out to all forces following successful pilots)
 - Prosecution - both in terms of addressing officer conduct but also delivering outcomes; mentioned RLOE and need to 'comprehensively implement' but skirted over any comments on metrics.
- **Shoplifting/retail crime** - a real 'touchstone' issue that public are very focused on, should be a key priority.
- **Emerging tech** - facial recognition to be more proactive, not just retrospective. Urged use of variety of databases. Also on staff gaps, commented on increasing use of tech to bridge some of them.
- **Dismissals review** - implemented in next few months.
- **Armed policing** - acknowledged concerns around review and need for it to deliver something meaningful, committed to reviewing draft recommendations with this in mind.

Decision: Chiefs noted the update and thanked the Minister for engaging at the meeting.

Session 11 – NPCC Future Financial Planning Review and National Operating Budget

The chair of the NPCC finance coordination committee opened the session with an update on the discussions of the financial settlement with the Home Office and some observations from the Autumn Statement.

These are as follows:

- An expectation of a 0.5 productivity saving across the public sector that equates to 38 million hours in the police. This would require technological investment to make 37% of the 38 million hour savings happen and one of the big pushes that the Finance Committee are making to the Home Office is, at some point in time, there has to be a return of the Capital Grant for Policing

to reduce the amount of debt accrued by forces acquiring new assets, but it will not be this year.

- 20% of the recommendations in the Productivity Review are for Workforce Review and a change in regulations to enable that.
- This means that over 50% of the gains necessary are out of policing's reach without assistance.
- Other minor points are the increase in minimum wage and the cut in National Insurance that is worth around 1.5% in salary for new police officer starters.

He then detailed what had been discussed with the Home Office as to 24/25's financial settlement, the details as follows:

- £515m awarded for pay but the cost difference between 2.7% and 7% was £540m meaning it is not the full amount requested and will be awarded according to grant share.
- This will impact forces where, for some, the amount will not cover the cost difference and for others it will be more than the difference, which is a result of the current funding formula.
- In addition to the £515m, there will also be additional funds as follows:
 - Around £260m to cover pensions and the top up of the pension grant.
 - £110m for the third year of CSR
 - £229m from precepts
- This amounts, on paper, to a £1.2bn settlement but, in terms of new money, there will not be much.

Next item concerned police uplift as follows:

- Uplift to recruit more officers has been offered twice and has been termed Uplift+ and Uplift++. Uplift+ was 1400 and Uplift++ was 600.
- For those forces who accepted Uplift+, the 1400 recruits will now convert into the new baseline, but this is not the case for Uplift++.
- A letter will be sent in Jan 24 asking forces if they want to accept Uplift++ and the extra 600 recruits. However, consideration needs to give to the risk that it is likely these will be converted in a new baseline at some point in the future.
- For both uplifts, Policing received £45k per officer but it was decided that it was not enough, and, after negotiation, this was raised to £48k, representing an extra £4.2m into Policing. This will cover salary but not the associated additional employment costs.

The chair then moved on the Memorandum Trading Account (MTA), which is the centrally hosted ICT costs, and highlighted the following points:

- There will be a 19% increase, which equates c.£26m.
- The reason for this is that there will be a period coming soon where PNC and PND will need to be replaced simultaneously and this was agreed some years ago.

As a positive point, he explained that forces are picking up significant costs associated with pension remedy and that the Pension Teams are working hard to give financial information that officers deserve. Although he could not confirm it, he was optimistic that forces may receive money to help cover costs for this.

PRRB negotiations will commence in the next couple of months with the Chair and Pay and Conditions lead. These will be based on April 23's Financial Resilience Survey, which will be repeated in 2024, but there is not much optimism as to what we will be able to afford. However, all forces have given a very similar assessment as to affordability with reference to pay and this will strengthen our position with the PRRB negotiations, particularly if we present a united position. Therefore, the Chair asked that, following the Finance Committee to be held next week, if Chief Financial Officers return with a slight

variance in the affordability assessment around pay, Chiefs try to move to that position to present a united front; he believed that it will be somewhere around 2.5%.

His final point in this section was around National Updates and he informed the meeting that he has secured a meeting with the Shadow Policing Minister in the new year to discuss the concerns around the statement in their Manifesto where it suggests that an additional 13,000 officers could be funded through £350m of back-office savings. He stated that, as a finance community, he is not in agreement. This figure originated from a Police Foundation report that reflected on Police Scotland's merger, but that report was finalised 10 years ago, and he doesn't believe that this is an adequate evidence base.

Before questions were taken, NPCC Chair highlighted that further meetings with the Shadow Policing Minister are planned to discuss separately the issues of workforce, performance, and science & technology investment.

He then added that the finance chair and his team have managed to negotiate over the last few weeks an extra £10m of support on MTA, £4m for uplift resourcing, some extra support for pensions and several millions of pounds for the operating budget and asked the room to bear these figures in mind for the next section on operating budget.

Chiefs raised the point that, in actual terms, the affordability was zero as the 2.5% just represents the productivity saving and this will mean making police staff redundant. So, the question was asked why should forces put 2.5% in? The finance chair answered that, as shown by the Financial Resilience Survey, there is a £3bn deficit, made up of £1bn of reserves, £1bn of debt and £1bn of assumed savings yet to be implemented that involve police staff reductions. This point has been repeatedly made to the Home Office.

Chiefs highlighted that the funding deficit will fall on policing and that a smaller number of forces would experience a disproportionate amount of that deficit. The finance chair responded that the existing arrangements highlight the limitations of the current funding formula and that focusses the overriding push to get it sorted for this parliamentary term. For the next Parliamentary Term, he believed that PRRB might review how the next budget we are awarded from the Home Office is allocated and that it should be more closely linked to payroll to diminish the disparities.

Chiefs further asked if it were possible to consider this now as the gap is affecting not only staffing and resulting in reverse modernisation but also funding to capabilities for things such as the Regional Organised Crime Unit (ROCU). The chair of the finance committee replied that the enhanced data has clearly demonstrated that the gap is widening but stated that is not the only gap that needs reviewing but needs to include other points such as reserve resilience around debt and forces' general financial resilience.

To summarise:

- 31 bids were submitted for the next financial year for the operating budget.
- Proposals were sent out to forces of which 40 responses were received that answered the two questions posed.
- All of the 31 bids received a decent level of support with the majority of them given the preference of maintaining the current activity.

For the Responses to the Preferencing Exercise Slide, the orange-coloured boxes were the 'not required' bids and the green boxes were the essential ones. The darker the colour green, the more essential they were considered and the number in the box was the number of forces supporting the

different choices. The finance chair stated that in doing the research into the bidding functions, the general view was that money has not been wasted and a lot of vital work was being done. Therefore, it was just a financial challenge that needed to be attempted to complete.

For the Preferencing Exercise – Funding Implications slide, the finance committee chair explained that if the simple line were taken that the budget is 0.13% FDE / £19m and the priority orders were taken, only those above the red line in the slide would be funded. However, this was only based on the priority order according to responses, which highlighted there was not much difference in what was thought about the functions. Therefore, each unit requesting money was required to attend a panel to drill into the finances and what each one was offering. Then each line of the spend was scrutinised to see if the bid could be reduced or to draw out any other efficiencies. The main question asked, since to fund all of the bids was unaffordable, was how can you reduce your bid? Suggestions were made that reduced £1.5m off nine bids and the results of this was as follows:

- NPoCC bid reduced by £200,00.
- The Pensions Team are now being funded for two years.
- ACRO offered £500,000 from their reserves.
- MAPPA removed their request for funding.
- The Home Office will cover some software costs.
- Op Bridger will be funded by alternative sources.
- The Estates Group reduced their bid by £24.5k.
- The Stakeholder Group bid reduced by £10k.

This move increased the number of bids able to be funded and this is shown in the Funding Gap 24-25 – Bid Reductions Slide. However, the Financial Review Team felt there were further options with the spend and, although they are not without risk, the risks were manageable, and this was demonstrated in the Funding Gap 24-25 – Preferencing & Review Panel Proposals Slides. For the DDaCS bid, the finance chair believed we had already received £1.2 million from the operating budget to get to the point of presenting a full business case to Council in March 2024. Therefore, the proposal will be that it will not be funded for 24/25, which is a risk, and then future funding will be based on the business case. If it is supported, funding will need to be found and the hope is that this will be from a Home Office underspend at the end of the 23/24 Financial Year.

All of this resulted in the Option 2 proposal that will allow the funding of all but eight of the bids, as opposed to the original Option 1, which was to ignore the cost savings and associated risk and only fund 13 of the 31 bids.

Looking further, funding of the last eight bids would cost £547k and it was suggested that this could be covered by raising the NRE from 0.13% to 0.134% and this was named Option 3a.

A further Option, 3b, was highlighted in the next slide. The difference being that Option 3a takes in the assumptions of the budget based on the 23/24 Financial Year, where 3b is based on the proposed 24/25 settlement and, although it would cost a bit more than 3a, it would provide some sort of budget for next year. If Option 3a were accepted, forces would not be able to fund anything in the operating budget for next year, meaning that it would have to come fully funded, with a funded option or with a business case showing that a force is happy to make an additional spend.

The four options were then summarised in the final slide for clarity to all chiefs.

Chiefs provided a range of opinions that, Option 3a would be preferable as it gives some flexibility and more of a cushion.

In response to the previous two points, the chair also stated that the review work has not been

completed and if we brigaded the resource in a different way, there would be further efficiencies made. Suggestions were as follows:

- Pooling analysts across forces.
- Setting out a clear grant agreement to put caps on things such as the amount of support service charges can be applied for functions like the analysts and finance leads.

Chiefs again voiced their preference for Option 2 but asked for clarity as some of the functions save cost in force and what it would look like if some functions were stopped in terms of what costs would fall to forces and if it would be better to offset the £547k detailed in Options 3a and 3b? The NPCC Chair replied that the breakdown for this is not available and reminded the room that the reason there are national functions is that it was decided it was better to do things once on a national level than several times at a local level. The finance committee chair added that to deliver certain things locally, such as Taser delivery training, would increase costs and conversely, things like the National Estate Group, actively save money with the building of new custody blocks.

The chair summarised the points raised by stating that certain things needed to be reviewed such as changing processes at the commissioning stage so that the same exercise does not need to be repeated every year, attaching functions onto different 'vehicles' and informing certain areas that this would be the final year of funding as the intention of the operating budget was to establish pieces of work with a fixed and limited time frame.

A number of chiefs wondered if any of the costs could either be absorbed in force or by the College of Policing for those that fall below the red line? Both the Chair of the finance committee and College CEO effectively responded that there was no scope for this. In addition, the College CEO highlighted that, even if functions such as PSE and Taser were stopped, he can't just switch the funding off until all the redundancies can be made.

A poll was then put electronically to the room to collect the responses to the 3 options (as Option 1 was removed as no one in the room backed it) but acknowledged that the discussion with ACRO needed to be had that, if successful, would enable us to reduce their funding bid and give us more flexibility.

A concern was raised by some chiefs over the lack of flexibility of Option 3a and hoped that the ACRO work would push us more into a 3b position. The chair replied that that was a hopeful expectation and if something like the Undercover Policing Enquiry were to put pressure on funding, an additional bid might have to come in. Nevertheless, he hoped that the forthcoming extra work to be done by the finance committee chair over the next two months would give more flexibility. A further possibility would be brigading some of the functions into the centre so they become permanent. He also highlighted future work that needed to be done to separate out the functions that are going to be needed to be done year on year from those that have a finite lifespan.

However, the feeling of the room was that 3a gives options for this year, despite the fact that there will be some pain involved, and also provides time to move to a stronger position closer to 3b with a strong centre that everyone is comfortable with.

Decision: Chiefs confirmed support for option 3a and agreed ACRO would –

- Utilise reserves (0.5m proposed).
- Increase renewal (proposed £10).
- ACRO to build plan for becoming self-sustaining.

Decision: Full business case for DDaCcs for funding would be submitted to the March 24 Chiefs' Council

meeting.

The finance committee chair detailed the next steps following this meeting in that he will be writing to the budget holders and sending out the grant agreements that will contain clear terms such as:

- No commitment to continuing the spend beyond the current financial year without recourse to the CCC or Finance Committee.
- A cap on what host forces can charge for the hosting function.
- Consideration of the implications of matched funding that will mean a commitment to funding that into the future.

Session 12 – NPCC Violence against Women and Girls (VAWG)

Deputy Chief Executive (DCE) at the College of Policing (COP) and Violence against women and girls (VAWG) lead presents updates on VAWG and the national policing lead for child protection provides an update on tackling organised exploitation.

NPCC has integrated VAWG into 43 forces in a consistent way across the country after a recommendation from HMICFRS report two years prior. DCE raised four points for chief constable agreement which are within the strategic threat and risk assessment (STRA). The primary four threats are 1) domestic abuse, 2) rape and serious sexual offences (RASSO), 3) online and child sexual abuse exploitation (CSAE) and 4) abuse. The national framework has been updated against which all forces have addressed their demand, capability and identified resources which mitigates some of the risks. VAWG is now within the strategic policing requirement.

Data from STRA will be published on an annual basis which informs methodology of setting out the threat and the response nationally and locally to deal with it. The data underpins the trust and confidence piece. DCE has tried to balance between would there be traction with performance improvement in those key threat areas against working with a range of different stakeholders from the VAWG sector and keeping them on board working hard to do this nationally. There is strong engagement from forces with the sector. VAWG is focusing on perpetrators and safer spaces approach. DCE has ensured the national VAWG response is resilient for the next three years and allows Chiefs the flexibility dealing with VAWG on a local level with some key principles. DCE mentioned that there is a self-assessment tool for forces to use to assist with Force Management Statements (FMS) which will be published in the Spring. The self-assessment process has been aligned to the expectations of the national rollout of Soteria and HMICFRS has given support that it will help both PEEL and FMS.

VAWG team will work together on the DA Joint Justice plan which will lead to the rapid action plan, and piloting from April 2024 jointly with the Crown Prosecution Service (CPS) and with the national Domestic Abuse Commissioner. It connects the sector and positions VAWG in policing where other crimes that sit within the vulnerability space can be addressed in a similar way.

The online threat is an area where resilience is very limited and for VAWG is an area that will need continued focus on to examine impact on resourcing. The VAWG link with child abuse and exploitation is clear. Some key areas focused on were online group-based offending and reform.

CLOSED

The lead welcomes the crucial Online Safety Act which should ensure regulators and more companies prevent, identify and report both child abuse images and other harm. But it will take time and a few years to embed. Examples of the demand police are dealing with is in 2013, 22,000 child abuse crimes were recorded, and in 2023, 105,000 child abuse crimes recorded.

The role of chiefs is critical in safeguarding, ensuring reviews, partnerships and capacity in this area. The DEC and lead want to incorporate it all together in forces and align it under one umbrella of public protection with 15 strands of vulnerability. So that policing work together with different stakeholder groups to simplify and provide the right tools and guidance for frontline officers and staff. This alignment and the evidence can drive further coordination and set consistency across forces. The Vulnerability Knowledge and Practice Programme (VKPP) provides a good national asset for drawing all of this together and is moving into the COP. This alignment of VAWG, Soteria, CSAE alongside VKPP within the public protection field will incorporate over the next three years to professionalise this area of policing.

Decisions: from Chiefs:

1. The identification of priorities for VAWG – 4 threat areas - Agreed.
2. The national framework for delivery 2024-2027 with self-assessment – Agreed.
3. Move to permanency plans - to have some form of public protection, vulnerability hub of excellence that sits within the college that can continue to provide the standards, the guidance, the policy setting for 43 forces in this area. – Agreed.

Decisions: Chiefs were supportive of all the three decisions, the direction and framework as the strategy is clear.

It has been agreed nationally, policing is not getting the traction needed for preventative measures despite the efforts and hard work locally. It has been raised with the Home Office and Policing Minister, but no action to date. It is a missed opportunity for local commissioning led by PCC's or mayors and also with statutory duty of serious violence, which hasn't really made explicit the link into domestic abuse and the relationship based violence.

Chiefs want to continue pushing this agenda with other partnerships to help create a safer environment for women and girls. Forces are clear they need to tackle criminals and support victims. But with some partnerships, there needs to be more action and preventative measures, such as improving street lighting, tackling environmental factors which have an impact. Policing has a role around welfare of children, but roles need to be clearly defined for policing, social care, criminal justice and other partners. It is challenging due to more funding and budgetary issues with local authorities which will push demand onto the police.

DCE expressed frustration about a Home Office governmental departmental group which only met once to discuss community safety and embed it. There has been no appetite to push the public sector in the way that policing has which is a huge shortfall. None of the conversations go beyond and the framework set out with prevention, makes the point it cannot be driven entirely by policing. In the annual STRA, there's a section on insider threat which is applicable for all forces to adhere to standards. Chiefs supported language of embedding permanency, but are concerned with the high numbers and wanted a louder voice on the need for workforce in this area, as the numbers and demand will still increase exponentially due to the online element. Chiefs would like a strong cross cutting piece which raises more awareness to get it on the agenda for reform.

DCE acknowledged the need to articulate better the threat nationally to get a better response from all partnerships as it is clearly a risk to the public across the UK. DCE will consider this when publishing to government what policing needs to do next and the messages to clearly outline areas.

Chiefs plea for communications with HMICFRS, particularly shaping their inspection framework to align. DCE mentioned that HMICFRS are aligned and that they're very engaged and supportive of it, but it may not have translated in certain areas yet.

Chiefs raised issue that some staff are operating in sub-standards which is contributing to psychological stress. Chiefs asked that capability is supported in the right way and site visits conducted to ensure a safe environment.

Chiefs think standards are like a national FMS and if policing are dealing with the capacity and capability of the service, then a national picture is needed to prevent future costs. This will need cross governmental funding across other partnerships. The state of the nation is like an FMS, so if the workforce and the finance context is added, which is largely missing, Chiefs would like to explore this with HMICFRS as the data is there.

Session 13 – Tackling Organised Exploitation

Child Protection, Investigation and Abuse Leads started with an overview made in Tackling Organised Exploitation (TOEX) programme, underlining its significance in law enforcement and intelligence.

There was a discussion revolved around challenges faced included the placement of the program within the intelligence committee, interdependencies with other initiatives. Concern was raised about potential funding challenges, chief mentioned that there was a need for a strategic approach to ensure the programme's continuity. Chiefs expressed support for the review, acknowledging the changing landscape and the important of converging data exploitation platforms.

Meanwhile, it was emphasised the importance of preserving technical capabilities and data-sharing functionalities, along with the challenges of converging various platforms.

Decisions:

- Chiefs supported TOEX's operational aspect in the regions.
- Chiefs agreed to plans for thorough review project, aiming to report back in May 2024.

Any other Business

No other business was recorded.

DATE OF NEXT MEETING

The next full CCC meeting will be held on **20-21 March 2024**.

The next 2 extraordinary CCC meetings will be held on the **16 January 2024 and 1 February 2024**.