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Chief Constables' Council Minutes

1-2 February 2023

Attendees

AC Martin Hewitt	NPCC Chair
DCC Nikki Watson	Avon and Somerset
A/CC Trevor Rodenhurst	Bedfordshire
CC Nick Dean	Cambridgeshire
CC Mark Roberts	Cheshire
Cmsr Angela McLaren	City of London
CC Mark Webster	Cleveland
CC Michelle Skeer	Cumbria
CC Rachel Swann	Derbyshire Constabulary
CC Will Kerr	Devon and Cornwall
CC Scott Chilton	Dorset
CC Jo Farrell	Durham
CC Dr Richard Lewis	Dyfed-Powys
DCC Claire Parmenter	Dyfed-Powys
CC Ben-Julian Harrington	Essex

CC Rod Hansen	Gloucestershire
CC Stephen Watson	Greater Manchester
CC Pam Kelly	Gwent
CC Ben Snuggs	Hampshire
CC Olivia Pinkney	Hampshire
CC Charlie Hall	Hertfordshire
CC Lee Freeman	Humberside
CC Tim Smith	Kent
CC Chris Rowley	Lancashire
CC Rob Nixon	Leicestershire
CC Chris Haward	Lincolnshire
CC Serena Kennedy	Merseyside
DCC Ian Critchley	Merseyside
AC Nick Ephgrave	Metropolitan Police Service
Cmsr Mark Rowley	Metropolitan Police Service
AC Matt Jukes	Metropolitan Police Service
AC Barbara Gray	Metropolitan Police Service
CC Andy Adams	Ministry of Defence Police
CC Amanda Blakeman	North Wales
CC Paul Sanford	Norfolk Constabulary
CC Nick Adderley	Northamptonshire
CC Kate Meynell	Nottinghamshire
CC Winton Keenan	Northumbria
DCC Debbie Ford	Northumbria
DCC Mabs Hussain	North Yorkshire
CC Lisa Winward	North Yorkshire
Sir Iain Livingstone	Police Scotland
DCC Mark Hamilton	Police Service for Northern Ireland
ACC Alan Todd	Police Service for Northern Ireland
CC James Vaughan	South Wales
CC Lauren Poultney	South Yorkshire
CC Chris Noble	Staffordshire
CC Rachel Kearton	Suffolk
CC Gavin Stephens	Surrey
CC Jo Shiner	Sussex
CC John Campbell	Thames Valley
CC Debra Tedds	Warwickshire
CC Pippa Mills	West Mercia
CC Craig Guildford	West Midlands
CC John Robins	West Yorkshire
CC Keir Pritchard	Wiltshire
CC Lucy D'Orsi	British Transport Police
CC Simon Chesterman	Civil Nuclear Constabulary
CEO Andy Marsh	College of Policing
DG Graeme Biggar	National Crime Agency
Colonel Kris Rotchell	Royal Military Police

Wg Cmdr Mike Dixon
Wg Cmdr Nicholas Card
Cmdr Dean Oakley
CO Ruari Hardy
CO Robin Smith
CO Gary Roberts
CC Chris Eyre
Cmsr Ian McGrail

Royal Airforce Police
Royal Airforce 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

Act Exec Dir Yvonne Cooke
DCC Janette McCormick
Professor Paul Taylor
Sir Stephen House
AC Stephen Jupp
Lianne Deeming
DCC Tyron Joyce
DCC Maggie Blyth
Clare Lynch
Jonathan Johnson
Andy Johnson
Bethan-Page Jones
Melanie Williams
Lowrie Proctor
ACC Owen Weatherill
Gemma Stannard
Hannah Hart
Richard Hampson
Inderjit Malhi
Jonathan Malcolm
Anil Mander
Mark O'Donoghue
Fi Greenlees
Andy Begent
Chloe Butcher
Victoria Arnott
Vicky Reay
Cathy Willis
Nazmin Lalaounis
Megan Ramsay
Khaleda Begum
Claire Gardner

Garda Police
Operation Uplift
NPCC Chief Scientific Officer Policing
National Police Productivity Team
Serious and Organised Crime Lead
CEO BlueLight Commercial
Police Race Action Plan Lead
NPCC Violence Against Women and Girls Lead
Home Office
Home Office
Home Office
Home Office
NPCC Performance Management Coordination Committee
NPCC Performance Management Coordination Committee
National Police Coordination Centre (NPoCC) Lead
NPCC Strategic Hub Lead
NPCC Strategy, Planning and Performance Lead
NPCC Business Support Manager
NPCC Finance Committee Coordinator
NPCC Digital, Data and Technology Coordination Committee
NPCC Staff Officer to NPCC Chair
NPCC Staff Officer to Strategic Hub Lead
NPCC Freedom of Information Act Officer
NPCC Data Protection Manager
NPCC Strategy, Planning and Performance Team
NPCC Government Liaison
NPCC Business Support Officer
NPCC Executive Assistant to NPCC Chair
NPCC Business Support Officer
NPCC Business Support Assistant
NPCC Business Support Officer
NPCC Audit and Assurance Officer

SESSION 1:

MINUTES AND ACTIONS FROM PREVIOUS MEETING

The minutes for the previous meetings held were agreed:

Decision: December 2022 – Agreed

Action Log

Session 1 (December 2022) – Non-Crime Demand – Right Person, Right Care – (Action Owners: Rachel Bacon): Following the regional feedback above a meeting should be held with Andy Cooke on behalf of His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) and Independent Office for Police Conduct (IOPC) re Core Responsibilities discussion.

Response: IOPC - dialogue has been started between the relevant policy leads and NPCC Mental Health portfolio. They are sighted on the development of Right Care Right Person principles and have asked for more info and to be included in the development of the guidance. They will consider this in reference to past findings and recommendations provided to forces and agree to being a stakeholder on this work going forward. HMICFRS - arrangements are currently being made following the appointment of the Project lead for the Right Care Right Person Project for a meeting between the NPCC & College of Policing with Andy Cooke to seek continued engagement throughout the development of this guidance. We have already started some HMICFRS engagement based on the findings of the police efficiency, effectiveness and legitimacy (PEEL) inspection of Humberside and they have graded this work as 'Innovative Practice'. All parties are also engaged with HMICFRS through the thematic inspection of mental health in the criminal justice system report which shares some commonality on workstreams.

Session 7 (December 2022) – College of Policing - Policing Education Qualifications Framework (PEQF) and Initial Police Learning and Development Programme (IPLDP) (Action Owner: Andy Marsh): College to bring back principles for fourth route proposal including wider costs associated with this to July 2023 Chiefs' Council.

Response – College on course to provide a paper for the July Chiefs' Council meeting. An update on progression will form part of the College update at the February Chiefs' Council meeting.

Session 9 (December 2022) Budget Announcements and Impact on Policing- (Action Owner: Gavin Stephens):

(Action 1) - Agreed that work to review all NPCC teams and functions funded through local force contributions into the national operating budget should be undertaken, including looking at amount of funding, reserves and prioritisation. Paper to be brought back to Chiefs' Council.

(Action 2) - Overview of the settlement once published will be shared with all chiefs.

(Action 3) - Inflation and market impacts for cost increases review work with BlueLight Commercial (BLC) will be circulated in the new year to all chiefs.

Response – Updates on all three actions will be given in session 2 at the February Chiefs' Council meeting.

Session 12 (December 2022) – Digital, Data and Technology (DDAT) Update - (Action Owner: Jo Farrell): Bring back Cyber Security threat response update to the February Chiefs' Council meeting.

Response – This was discussed at the DDaT meeting on the 18 January and agreed to be deferred to the March Chiefs' Council meeting.

Chair's Update

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

Parish Notices

Decision: Chiefs noted all the new appointments and recent retirements of chief constables.

- The Chair welcomed Will Kerr as the newly appointed CC in Devon and Cornwall.
- This meeting is Andy Adams' last CCC. Melanie Davis will take over in a temporary role for the MoD.
- It will also be Kier Pritchard's last CCC – he will be working on ESN before he goes on pre-retirement leave and we will need to find someone to step in to take on the ESN work.
- Catherine Roper will be replacing CC Kier Pritchard in Wiltshire and will be starting later this month.
- Tim Smith, newly appointed CC in Kent was welcomed to CCC.
- Tim De Meyer will be the new CC to replace Gavin Stephens in Surrey.
- Amanda Pearson will be the new CC in Dorset for when Scott Chilton moves to Hampshire when Olivia Pinkney retires.
- Vanessa Jardine will replace Winton Keenan in Northumbria.
- Paul Sanford has been appointed as the Chair for Finance Coordination Committee to replace Gavin Stephens.

Chair's Update

Home Secretary (HS) Correspondence

Decision: Chiefs agreed that responding to the HS letter is a matter for Chiefs and their PCC and they will make a local decision. Examples were given from a number of chiefs but there will be no central direction on this.

Policing Protocol/ Strategic Policing Requirement (SPR)

There has been some movement regarding this document. It is currently being circulated around other government departments prior to publication. The Home Office expects that it will be published in the first week in March and at the very latest on 08/03 which is International Women's Day. Chapters in this document will include Violence Against Women and Girls (VAWG) but there are also chapters on Terrorism, Serious Organised Crime, National Cyber Crime, Child Sexual Abuse and Civil Emergencies.

The Fraud section has been strengthened with more expectation on forces to follow the City of London in terms of resources and the National Fraud Strategy which is being developed is strengthened. There are new paragraphs about organised immigration crime and an expectation that forces are working with other partners. There is a focus on Protest and Protest removal team capabilities.

Observations and questions were raised about capability, cost and governance with the need to have a national response - some of these things cost money and if it is a strategic policing requirement how is funding to be organised and what is the Home Office and Treasury's responsibility?

It was agreed that it would be beneficial to have a meeting at the appropriate time for Chiefs to agree a national response and as this is a document for the PCCs to make sure they work with the APCC.

Decision: Chiefs noted the expectation that the revised SPR publication date will be the 8 March.

Action: Extraordinary Chiefs' Council meeting will be planned in to allow chiefs to discuss the SPR when launched to help coordinate implementation.

Hillsborough Families Report Published

The Hillsborough work was reasonably and honestly reported.

The individual letters to Chief Constables received from the Home Secretary in late December were discussed, which contained individual commentaries about force performance and a discussion took place in the meeting about how forces are responding. However as this is a matter for local forces, it is not something that would require a response on a national level.

Forces will be receiving, if they haven't already, a letter from the Home Office pointing out the latest iteration of the Criminal Justice?? (CJ) dashboard.

There is still no clarity on what the position is with the Policing Protocol and the SPR The Chair will be meeting with the Home Secretary where both these issues will be raised, as there has been an update on the SPR but no update on where things are with the Policing Protocol.

Decision: Report and update circulated to all forces via ChiefsNet and externally.

CJ Coordination Committee Chair Role

Decision: Chiefs agreed the role must be filled given the importance of this and would encourage applications.

Decision: NPCC Hub to review support to the role holder and share this with chief officers once complete.

Action: Advert will be re-advertised on ChiefsNet to all chiefs to apply.

National Interpreters Portfolio

Action: Advert will be re-advertised on ChiefsNet to all chief officers to apply.

Uniform Working Group Lead

Decision: Chiefs agreed to encourage applications for the role from their respective force chief officers.

Action: Advert will be re-advertised on ChiefsNet to all chief officers to apply.

Criminal Justice (CJ) Dashboards

Action: Chiefs noted the update and the chair confirmed a letter re CJ dashboards from the Home Office will be sent to all chiefs and be shared on ChiefsNet.

Chief Officer Briefing Highlighting the benefits of the NPCC

Action: Briefing will be circulated to all chiefs on ChiefsNet.

International Coordination Committee update

Decision: Chiefs supported the direction of travel as follows:

- Support for international deployments.
- Supported suitably qualified and experienced officers from your force applying to the Cadre providing thematic support and development for international programmes.
- Supported the proposed IPAS online forum where the impact of international development will be

discussed in more detail.

- Supported IPAS POC with each in-force Overseas Security and Justice Assistance (OSJA) lead.
- Chiefs agreed IPAS can help with a bespoke 1-2-1 meeting for them with their respective Police and Crime Commissioners (PCCs).

Supporting Strike Action

The Fire Service have voted to go on strike. There are ranges of people who are members and for some Fire Services Departments, this goes up to Chief Fire Officer level.

This is a control room issue with fire service departments having to feed in their resilience and Business Continuity Plans to government. There is a mini-Cobra meeting to discuss fire disputes. For some Fire Service Departments, their Business Continuity Plans states if they have real problems in their control room due to staff shortages, calls can be picked up by police staff in their control room.

In terms of fire, there were some initial conversations before in early December in terms of what the Police might undertake if the fire services elected to go on strike. The discussions started with whether the Police would be able to provide basic low-level fire-fighting functions, in which the answer is no, on the basis that the Police are not trained and equipped to deal with such emergencies and this would conflict with their core day jobs. There was the request for Fire Control room support. Although the demand on call handling is much smaller, there is still the need to look at the Police's own demand with some police forces already experiencing issues in terms of managing call demand which needs to be taken into consideration.

There have also been questions asked around whether the Police would be able to drive fire tenders which would involve HGV driver training, a skill set the Police have not received training for and also whether they would provide officers as pilots for navigation. In the modern age, this is not an issue with technological solutions for this.

In terms of Ambulance strikes, a firm line has been taken. There has been some comms sent out nationally which have been re-issued and the Police's own call demand must come first.

Some discreet support has been provided in terms of border force. There are some overlaps with core business at ports and airports, for example firearms, detention, custody provision overlaps naturally with their own core capabilities. There is some work being coordinated on this. Forces are engaged at a local level were impacted and has been handled at a local level.

The Home Office understands the Police's position and the focus on our own demands must come first. Chiefs discussed the fire control room issue and agreed that a national response would be helpful. The collective decision as to whether to support control rooms was nationally a no (some forces may already have local force agreements and MOUs in place) on the basis that among other factors, the overriding issue was the already overstretched demand on staff and services would be too great.

Decision: Chiefs collated view was to agree not to support the national position from the fire brigade due to demand pressures on the police service. In extreme situations the police service will step in and help where possible with the caveat if a force has an MoU in place locally with their respective fire brigade partners this will be a local based decision to support in differing circumstances.

Action: National Police Coordination Centre (NPoCC) Lead to write up summary of points from the discussion with the agreed position and circulate to chiefs and externally.

Police Race Action Plan (PRAP) – Improving Policing for Black People

A thank you was expressed to Chief Constables who have responded to the survey findings. Over half

suggested some tweaks and of those 21 are NPCC portfolio leads. The plan will be launched on 3rd April. There will be some clear definitions on what activity is owned by the central PRAP team, what is owned by portfolio leads and what is local activity.

A specific service will be commissioned from NPCC comms to deliver more effective and consistent language around the Race Action Plan. Reflecting on the findings of the survey feedback, 30% of staff who are Inspectors and above understand the direction but feel it will make no difference locally to improve trust and confidence within communities and no difference in terms of representation of recruitment of black staff, 30% are apathetic, some are silent and not understanding the priority. There is a plea for those that are silent to build this into their daily business within their force.

SRO Update: – The new Chair has attended his first programme board. Taking a fresh look at timescales, delivery, budgets etc. There will be monthly programme board meetings. This is an important part of the rebuilding trust and confidence work. There is a gap in rebuilding confidence with Women and Girls on standards issues and Street Safety and a gap with black communities too. Looking at the breadth and range of the actions there is at least a 3-year programme of work. The Scrutiny Oversight would like to provide a written update for colleagues on what the view of the scrutiny board is.

Taser Update:

Under the plan it was agreed to commission a piece of work regarding the disproportionality of taser with black men being six times more likely to be subjected to the use of taser. The Project was agreed and consumed within the Race Action Plan. There have been difficulties with the abstraction of statistics. The Chief Constables who agreed to be part of this programme have been written to. The commitment of the data from West Midlands and the Metropolitan Police is critical as currently there is not enough data for the analysts to go through. With some forces it is impossible to abstract this information due to how it is recorded.

A thanks was expressed to those that have helped review obstacles to extract this data. However, some of the ways taser use is recorded is inconsistent and forces will be written too with suggestions as to how to better record this information. ultimately if there is not enough data, they cannot deliver the project. There may be a plea coming out for forces to request more data with forces support being very much welcomed on this.

Decision: Chiefs noted the update and next steps with the planned launch on the 3rd April to all forces.

Action: The central team are now considering the findings of the Chief Constable Survey and a final draft will be circulated to Chiefs for consideration before the March Chiefs' Council meeting.

Action: Over the upcoming months the central team will highlight icebreaker forces who demonstrate good practice and will be advertising this, sharing and discussing at the next Chiefs' Council meetings.

Action: PRAP team to share the launch of the webpage offering a performance dashboard with all chiefs and forces via ChiefsNet.

Action: Independent Scrutiny and Oversight Board (ISOB) Chair will be invited to the March Chiefs' Council meeting to provide an ISOB assessment input.

Police Race Action Plan – Improving Policing for Black People (Taser Update)

Action: Lead will write out to chiefs with suggestions on better ways to record data across forces (improve consistency).

Decision: Chiefs supported a deep dive into data across forces.

Regional Papers

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

Foreign Influence Registration Scheme

Decision: Chiefs supported and noted the paper.

Revised NPCC Victims Right to Review (VRR) Guidance

Decision: After discussion at the regional conference call the concerns above were addressed and chiefs supported the revised NPCC VRR guidance.

Public Facing Digital Crime and Performance Pack

Action: Author to liaise with the regions on the feedback provided (see pack for regional feedback).

Decision: Paper will be discussed in session 4 as a substantive item at the February CCC meeting.

HMICFRS Recommendations on the Police Response to CyberCrime

Action: Author to liaise with the regions on the feedback provided (see pack for regional feedback).

Decision: The majority of Chiefs favoured option 2 however due to the lack of clarity about definitions and impact of national / regional work on local operational independence this paper will be discussed in session 7 as a substantive item at the February CCC meeting.

Neighbourhood Policing Performance Framework Update

Action: Author to liaise with the regions on the feedback provided (see pack for regional feedback).

Decision: Paper will be discussed in session 3 as a substantive item at the February CCC meeting.

Session 2 – The National NPCC Operating Budget 2023-24 (including budget papers)

National Operating Budget for 2022-23

Slides presented to Chiefs looked at Police and Crime Commissioner (PCC) and partner contributions, due to the underspend of programmes and because of reserves decisions were made at the last Chiefs' Council. A summary of existing functions were presented on as well as the one-off programmes for 2022-23.

Funding requests for 2023-24 were presented on and all requests received, can be accommodated and within the scope of the budget. As agreed at the last Chiefs' Council it will be attached to the net revenue expenditure contribution from the previous year. It was confirmed NPCC will not be asking for any increase.

NPCC Finance Coordination Committee Chair spoke about some colleagues holding reserves in anticipation of redundancy costs with the central reserve position, the idea is risk is managed for all. Last year the budget did have to step into the national forensics area and there were some one-off payments.

A question raised was around ownership and housing of teams; when a Chief Officer lead has moved force the team remains in the initial host force. The proposal now is to move the team with the Chief Officer and to think about how Chiefs want to manage that situation in the future. Do Chiefs want the automatic moves of teams when Chief Officer moves and move risk across or do we want to manage it in situ. Adjustments for the year were presented on, particularly on the forensic collision investigation network which is not as much as was expected, and ongoing funding agreed for PBA stone.

The funding picture for 2023-24 slide gave the headlines of what is left and the rolling over of the reserve balance giving a headroom of £100k to invest in 2023-24.

A reminder was presented to chiefs on delegation levels and agreed £50K could be decided by Finance Committee, with anything over and above this would need to come back to Chiefs' Council for agreement. The team has seen when reviewing line items that functions want to add in additional members of staff into their operating function. As an example, National Wildlife Crime Unit want to use their reserves which is more than £50K to add a Superintendent's post; do Chiefs want to review this back at Council or manage through coordinating committees.

Everything has been taken into consideration, there is a reserve level of just over 1% at the national operating budget. As a consequence of the decision made at last the last Chiefs' Council around reserves there is some headroom. It was acknowledged that there are some items which may still need to be added for consideration, for example Op Bridges.

NPCC Finance Coordination Committee Chair reminded Chiefs that Bridges was a one-off item on the 2022-23 slide, but the proposal is it may need to be carried over into future years. Expectation is it will be the third of the cost from before, if no objections, we will look at absorbing within this year's costs. Chiefs agreed.

Chiefs commented that there is a definite need for to retain and increase the head room within the vetting and standards team. NPCC Finance Coordination Committee Chair said that although in 2022 that was a one-off cost that's been forecasted to be rolled over, and £60K was transferred over to Warwickshire for the roles. Chiefs suggestion was this may need to be doubled judging by the volume of work. NPCC Finance Coordination Committee Chair said this would eat into the headroom for next year but should still be just within budget.

Chiefs raised the concern that although couldn't argue with any of the bids, eating into the reserve level, this will impact ability to react if the assumed anticipatory 2% pay increase in year is higher, and would need to go back out to forces and to be aware of that. The chair confirmed the pressures on pay would not just challenge forces locally but also the headline number on the budget as vast majority is staffing costs.

Chiefs discussed the bids and confirmed when events happen like the vetting issues required or Bridges, these areas should be allocated money to ad hoc resource over a period of time to resolve but should be clear as long as it's a finite period. NPCC Finance Coordination Committee Chair confirmed the team have been looking at this in detail and will be taking a fresh look at resourcing and needs for forecasting ahead. Now the operating budget is in a reasonable shape and coordinated in one place to take 2023-34 and do a more substantive prioritisation exercise during the year.

Chiefs discussed and felt the transfer of hosting, needed a wider debate, but automatic transfer is not purely within the gift of Chiefs. PCC's have a huge element of debate in this area especially in relation to the risk of liability. NPCC Finance Coordination Committee Chair said it would be worth picking up the action to look into the hosting arrangements.

NPCC Finance Coordination Committee Chair is keen for a review within the coordination committees to get into the detail of managing finance levels for staffing and good governance. It was agreed when picking up the action on hosting arrangements a small task and finish group between the Finance Committee and Workforce Committee would work up and agree some principles in this area.

Chiefs commented on the hosting and transfer of portfolio staff and officers and welcomed a position on this topic. Discussion and review of hosting arrangements was further supported by chiefs. Suggestion from chiefs for hosted function centrally within NPCC and a review of how this could work would be welcomed.

NPCC Finance Coordination Committee Chair confirmed there is work ongoing around medium-term financial plan (MTFP) for programmes which is projected to be presented by the end of April. The new NPCC Finance Coordination Committee Chair said it's within the plan of the finance committee to develop a 3-year MTFP and have sight and scrutiny of the spend. What is needed for the year ahead is a planning process that starts a little bit earlier in the year and will ask NPCC Chair and the Hub for some early engagement and bring back to Council earlier in autumn some of the considerations around bids so scrutiny can be applied.

Inflation and market impacts – Top 10 expected spend increases

BlueLight Commercial (BLC) Director spoke about third party spend and the fact BLC were currently looking at £2.8b of third party spend with the biggest increase in spend across the ICT areas. The positive is utilities have dropped quite significantly from August and September.

BLC have requested the Cabinet Office to look at the energy discount scheme to see how forces benefit and how to apply. The forecast fixing prices which causes the trigger are just below what is seen. Most of the baskets are fixed across policing, £302 pounds of megawatts out for power and £107 megawatts for gas.

There is a maximum discount on power of 19 megawatts an hour if that does trigger. Highly unlikely for virtually all forces at the moment when looking at forwarding planning. Looking at percentages, majority are in the 10-15% with anticipated increases but also seeing some supply chain issues. Availability in terms of skills for IT projects, on vehicles and on construction also seeing areas such as the microchip still continuing to impact the market in terms of long delivery times but also the impact on raw materials due to the pressures from the ongoing Ukraine war.

BLC reported they were seeing some reduction in timber now because that was a problem on construction projects within policing. BLC confirmed they have been asked to request better visibility of the pipelines going forward in the construction space and the energy space as that would provide a lot more access to the suppliers needed to use. A further update on sustainability and the impacts for forces will be presented at the March Chiefs' Council meeting.

Provisional Police Funding Settlement Consultation 2023-24

NPCC Finance Coordination Committee Chair thanked everyone that responded to the survey returns and agreed the central process into the Home Office worked well.

41 responses were confirmed, and settlement letters have now been received with the funding settlement tabled at Parliament. There were no surprises regarding what the responses would highlight in terms of financial challenges on a number of issues as BLC had already highlighted these.

The biggest issue was around pay, lack of capital funding and investment in infrastructure. This point is made regularly with colleagues at the Home Office, there is a real risk that police estate infrastructures is just gradually deteriorating over time and without investment colleagues are now starting to borrow more to keep premises in reasonable conditions. There is a risk when it comes borrowing alongside other revenue pressures.

Home Office colleagues have also pulled out from the response points around efficiency themes, review of police staff vacancies and officer rank ratios. All forces have been carrying significant numbers of police staff vacancies over a number of years and those are now being taken as baseline.

Debate for next year's BLC updates about some of the supplier issues and whether can agree a more single approach as a collective. To drive efficiencies the decision making process needs to be a lot quicker and agile enough to take advantage of those opportunities. A push is needed on the review of corporate services and getting maximum amount out of assets, particularly robotic process automation and driving out process heavy activities to make them more tech and less people based.

Income generation, discussed at previous Council in light of Chief Scientific Adviser (CSA) discussion, there is an opportunity to trade on UK policing advances as part of building back confidence and trust. To do this, we need to act as a collective but the funding challenge on the Science and Technology strategy remains.

Chiefs commented on the funding formula, support has been raised at the Home Office and there was discussion around changes to the funding formula and principles going out to consultation. NPCC Finance Coordination Committee Chair has sought information on timescales.

Chiefs highlighted the need for refreshing representation at the Chiefs Reference Group which the NPCC Finance Coordination Committee Chair said he will pick up with new NPCC Finance Coordination Committee Chair as part of this handover. A request was made to colleagues to share any copies of special grant arrangement letters as this would be helpful.

NPCC Finance Coordination Committee Chair said there was a discussion in the Senior Sector Group about the long list of grants that are currently in operation and whether as part of the reform of the funding formula, they also reform the grant arrangements. A point has been made but there may be some transitional arrangements for 'funding formula compensation grant' for those who lose out.

The NPCC Chair indicated the funding formula has to be seen in the broader context regarding how the forces are funded and reflected over a five-year period, as the dampening period will be quite extensive.

Unfortunately, it won't be a quick answer and chiefs should be mindful of this.

Decision: Overall chiefs agreed the national NPCC operating budget for 2023-24 proposal.

Decision: Chiefs supported the Reserve Level at 1.09% of the National Operating Budget to enable Chiefs Constables to invest in 2023-24.

Decision: Finance Coordination Committee will continue to monitor the finance review into 2023-24.

Decision: Chiefs agreed to absorb into the operating budget head room/ceiling the requirements for Operation Bridges.

Action: Finance Coordination Committee will start a 3-year MTFP for programmes and functions funded through the Operating Budget by the end of April 2023 and will bring this back for discussion at a future Chiefs' Council meeting.

Action: Hosting arrangements task and finish group (principles) between finance and workforce review to be explored.

Action: The lead for the Forensic Capability Network (FCN) to share lesson learnt to review with the Finance Coordination Committee.

Update on Inflation

Decision: Chiefs noted the update from the lead of BLC, in which they confirmed they are reviewing current contracts and working with forces to look at standardisation in different areas. Further updates will be presented at future Chiefs' Council meetings.

(Budget Papers)

ACRO Criminal Records Office Funding

Decision: Chiefs approved the proposed budget bid for FY 2023-24.

National Freedom of Information and Data Protection Unit Funding

Decision: Chiefs approved the proposed budget bid for FY 2023-24.

NPCC Strategic Hub

Decision: Chiefs approved the proposed budget bid for FY 2023-24.

NPoCC Strategic Intelligence and Briefing Team (SIB)

Decision: Chiefs approved the proposed budget bid for FY 2023-24.

NPoCC Operations

Decision: Chiefs approved the proposed budget bid for FY 2023-24.

Covid Public Inquiry

Decision: Chiefs approved the proposed budget bid for FY 2023-24.

NPCC Pension Resource and Planning Team 2023-25

Decision: Chiefs approved the proposed budget bid for FY 2023-24.

NPCC D-DACs Team

Decision: Chiefs approved the proposed budget bid for FY 2023-24.

Pay and Rewards Team: Funding and Secondments

Decision: Chiefs approved the proposed budget bid for FY 2023-24.

Additional Support to the NPCC Criminal Justice Charging Portfolio

Decision: Chiefs approved the proposed budget bid for FY 2023-24.

Improving Outcomes for Domestic Abuse

Decision: Chiefs approved the proposed budget bid for FY 2023-24 and agreed option 1.

National PPE Contingency Hub, Future Funding – Upper Heyford

Decision: Chiefs approved the proposed budget bid for FY 2023-24.

Provisional Police Funding Settlement Update

Decision: Chiefs noted the update.

Funding Formula Update

Decision: Chiefs noted the update.

Action: A refresh of the chief's representation group will be reviewed.

Action: Chiefs to share their special grant arrangements letter with the Finance Coordination Committee lead and incumbent chair.

Action: Finance Coordination Committee Chair will complete a costing exercise on the introduction of the new Strategic Policing Requirement (SPR) going forwards.

Session 3 - Neighbourhood Policing Performance Framework Update

The session began with the Leads reflecting on how they were going to evidence and quantify the difference their Neighbourhood Policing Teams (NPT) are making in communities, particularly around the challenging austerity measures. Some chiefs are having to find significant savings and around the value that PCSO's are adding, which as a result has begun the work to develop a neighbourhood policing performance framework.

This framework began with some scoping around national performance frameworks, both within policing and outside of policing. A two-day workshop was held in April with practitioners from across the country including the Association of Police and Crime Commissioners (APCC), College of Policing, NPCC colleagues and His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) to ensure they were aligned to the PEEL methodology and forces would be prepared for the context around some of the questions. This event showed there was variation of the methodologies being held by forces. Some forces were very advanced, and some didn't have anything at all. This made it clear that the team needed to pull something together to capture what people were doing.

The first draft of the framework was shared with neighbourhood leads back in September. This was to gauge the response and feedback around the metrics requested from forces. Since then, the team have been cognisant of the way performance can be driven, particularly around the Performance Management Committee Coordinator?? (PMCC) and the work on Prevention Coordination Committee. There has been consultation with the two portfolios to ensure they are aligned and cognisant of what is being asked for within those arenas. The most recent iteration of the document is much more outcome focused. Thanks were given to several Chiefs who supported the work.

Now, the document focuses on three areas which are:

- Engaging communities
- Problem solving and crime prevention
- Targeted activity

Engaging communities would predominantly be linked to measuring community confidence and satisfaction scoring. Problem solving and crime prevention would look at POP plans- For example why does early intervention work on the targeting of young people and those that are at risk.

A workshop was held in January where the five forces who are going to trial the framework for a three-month period. These five forces are:

- Greater Manchester Police
- British Transport Police (BTP)
- Humberside
- Dyfed-Powys
- Gloucestershire

The aim was to get a spread of forces, as well as BTP who has a different sort of transient community. The Chiefs of these forces were all written to outlining how the aim was to see which bits are productive and how they can be aligned to the wider performance measures which need to be collated on behalf of the Performance Management Committee. Over the next few months, the hope is to understand what the lifetime enablers and barriers to the framework. Once identified, these can be amended as they move through the pilot phase and the plan is the final iteration of the framework which will be completed in readiness for Chiefs Council in summer.

Two important points to note is why some forces are more advanced in terms of their data, their ability to collate and dashboards. The vision of this product is to obtain a position whereby the whole of the UK police can access this data via an electronic dashboard. This would be the long-term vision and there are several forces who are moving at pace in terms of the development of the dashboard.

There are links to the Anti-Social Behavior (ASB) wider portfolio and the national performance drive and future focus in terms of measuring ASB. This is a high focus point of the Government and potentially the next elected Government. Despite the neighbourhood policing framework not being mandatory, it is still a useful tool forces can use to assist them in terms of performance ask from various communities and PCC's.

- Chiefs asked for further details to be provided and if the documents can be circulated.
- Chiefs encouraged for the word national to be looked at due to some aspects being more local focused.
- It was raised to do a mapping exercise overlay with HMICFRS.

Decision: Chiefs welcomed the response from the regional feedback provided on the paper and supported the direction of travel.

Decision: Final iteration of the detailed plan and toolkit which will include impacts and benefits to forces will be submitted to through the Chiefs' Council regional process for chiefs to provide feedback.

Decision: Chiefs noted from the lead this won't be a mandated product but will bring best approaches (best practice) together into one place for forces to use.

Action: Lead to share outcomes and performance framework (pilot) to all chiefs.

Action: The College is CPD mapping for training and accreditation in this area and will share with forces in the future.

Session 4 – Performance Management Coordination Committee (PMCC)

The Chair of PMCC introduced the item and provided an overview of the areas due to be covered by leads within PMCC).

National Police Data Transparency Strategy

This session sought to achieve agreement from Chief Constables Council to support the adoption of the strategy and its principles along with adoption of governance process and facilitation of data change requests.

The strategy was summarised, with some of the background supporting the police data transparency strategy including an overview of Police.Uk which supported the provision of local information available to the public via single online which facilitated this data provision with over 20m visits per month.

The presentation outlined the vision of the Police data transparency strategy which was to promote transparency, accountability and integrity through clear and accessible publication of police data with a consistent and accessible data user set. The strategy's vision aligned to the NPCC policing vision for 2025.

The team provided an overview of the governance structure which supports the data strategy and advised

work had been undertaken with both Digital Public Contact and the DDaT committee whilst developing the supporting governance structures. An overview of the publication process was provided along with areas for further consideration which included the importance of having a consistent message across different platforms and the proposed implementation approach which would require further consideration.

Following discussion of what problem the strategy was aiming to solve; the team highlighted currently some of the data sets held did not provide any context which was unhelpful, and data was not always utilised to its best use with a lack of specific publication mechanisms in some areas.

Chief Constables were supportive of the proposals and indicated transparency in the current climate was very positive and would support work ongoing with the Code of Ethics in which openness and transparency was key. It was also commented that the context of data was a critical area and would help to prevent the misuse of data. Resources to support the strategy and data conversation was discussed and it was confirmed that there was no immediate resource required. PMCC would need to consider any requirements going forward and would come back to Chiefs' Council in due course. The issue of technology capacity was also raised as a potential impact factor that could hinder any progression.

Public-facing Digital Crime and Performance Pack (DCPP)

Inspection Insights Director at His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) introduced the item and advised of the ambition to go public with the DCCP pack on 28 February. Development of the DCPP had been a collaborative exercise involving the NPCC, Association of Police And Crime Commissioners (APCC), National Crime Agency (NCA), College of Policing and HMICFRS. The DCPP pack is hosted by the HMICFRS but could be hosted by other partners going forward. The Inspection Insights Director provided an overview of the background to the pack which was initially developed as an internal practitioner tool to support the delivery of the policy minister's national crime outcomes with an aim to be usable, provide one version of the truth as well providing context to the data. On development of the internal document, it was recognised it would be helpful to deploy the DCPP publicly due to the helpful layout of the data as well as being a useful tool for engagement.

All Chief Constables should have access to a version of the DCCP although the version published in February would contain up to date information. The Inspection Insights Director advised a short factual press release would be published to support the publication of the DCPP with supporting statements from other stakeholders. Forces were encouraged to be prepared for the release and lead locally on any media engagement around their own force performance data.

Claire Lynch provided an overview of the key areas covered within the DCPP and the following areas were highlighted:

- The first version of the pack covers homicide, serious violence and neighbourhood crime.
- Overview of tables and maps showing the homicide data including rolling 12 month and quarterly data with individual force data.
- Serious violence data looked across five different indicators (firearms, knife and sharp offences, violence with injury, hospital admissions data and under 25 for sharp related admissions) and this data could be broken down by time periods and by force.
- Neighbourhood crime provided maps around crime types and time periods and can be broken down by force and most similar group breakdowns by crime type.

Following discussion Chief Constables raised the following areas:

- Which firearm crimes are reported – all firearms, air weapons etc.
- Why is crime data integrity not included within the pack which would assist with transparency and confidence levels with further consideration as to whether this is a grading or a narrative.
- Consider how the timeliness of data can be improved.
- Crime data accuracy is important as any inaccuracies have an impact on transparency and confidence.
- Visualisation of the data via the DCPD dashboards was a positive step forward and need to consider how this pack will be used internally to drive performance.

Chief Constables discussed the issue of including either a HMICFRS grading or a narrative alongside the performance figures to provide a greater context so that this would assist with a provision of a confidence indicator against the data published. Following consideration, it was agreed that a supporting narrative could be included.

National Crime and Policing Measures Early Warning System

The Home Office introduced the item regarding the launch of an early warning system to identify and address any issues that may hinder the delivery of the national crime measures, which would focus initially on homicide, serious violence and neighbourhood crime with a view to expanding to other measures if considered helpful. The early warning process aimed to cover the following areas:

- Provide Police Crime Commissioners (PCCs) and Chief Constables with extra insight on their force performance relative to others against the measures.
- Formalise what forces should expect to see when data indicates forces are experiencing challenges and what support can be provided by policing partners.
- Establish a mechanism to understand common performance issues and themes and bring relevant leads together to address these areas.

The Home Office advised the early warning system builds on an earlier process called 'outliers' – which there had been broad support for however feedback from chief constables had included the reduction of bureaucracy, clarification on how it compliments existing governance processes, how it fits with HMICFRS inspection processes, greater assurance on methodology and the ability of the College of Policing to deliver support.

A high-level summary of the early warning process was provided which consisted of four main steps which covered activity from day one to approx. three months. There was no change to statutory duties or legislative requirements of the Chief Constable or the PCC but it sought to identify areas where forces may benefit from support from national leads. The process was voluntary and aimed to be a positive support measure. In some cases, where support was declined it would be useful to hear about these cases to ensure good practice was identified.

Following discussion the following areas were raised:

- Clarification around the role and provision of support that would be available from the College of Policing on performance improvement.
- Clarification around the role of PCCs and the need to be clear on the operational independence of Chief Constables and the role of PCCs to hold to account.
- From a governance perspective it was important to show it is the Chief Constables decision to participate in the system so that the decision-making responsibility is clear.
- Clarification around methodology and the refresh of data and their associated timelines.

- Would there be any additional finances to support forces.

Decision: Chiefs supported the following decisions:

- The adoption of the G8 strategic Data Principles as laid out in the National Police Data Transparency Strategy.
- Supported the further/full adoption of the National Police Data Transparency Strategy.
- The creation of the Data Transparency Publication Group as outlined in both the Strategy and Terms of Reference attached.
- Adopted the governance process outlined to manage and facilitate data changes requests for Police.uk as per the attached documentation.

Action: Publication of qualitative data – team to link in with Police Scotland.

Action: NPCC SPP to link in with the National Freedom of Information Unit to review scope of national topics for force FOI referrals.

Public-facing Digital Crime and Performance Pack (DCPP)

Decision: Chiefs noted the launch of the DCPP for the 28 February which will include the link to their crime, data and integrity (CDI) inspection results on the webpage hosting the dashboard.

Action: Team agreed to work with chiefs on the health of the data (context of CDI against this data) looking at putting authentication against crime reports to provide confidence indicators in the data presented.

Decision: Chiefs noted the data in the public DCPP will be refreshed to reflect the last ONS release in January prior to launch.

Identifying and supporting forces to improve performance against the National Crime and Policing Measures

Decision: The principle for the early warning process was agreed useful by chiefs however it needs clarity and to be clear on the roles for the chief and PCC opportunity for this to be confused around roles and responsibilities in the national landscape and therefore it needs further refinement placed into this process.

Action: Once launched the team will analyse the results and bring back to Chiefs' Council to evaluate this so further refinement can be made.

Action: Home Office to share all data collated to the national productivity review team.

Session 5 - College of Policing Update

Chief Constable and Chief Executive Officer of the College of Policing (College CEO) began the session by talking about Leadership.

Leadership is one of the three main strategic priorities of the College of Policing along with driving consistency and boosting professionalism within the Police force. The College CEO referred to a piece of work which is currently being refreshed and due to be published in April by the College of Policing called

'The 10 Perennial Problems in Policing.' One of the problems highlighted was 'individuals not reaching full potential owing to insufficient or inadequate leadership and supervision'. Therefore, leadership can help with standards, help with performance and it can help with engagement, retention, and satisfaction of your workforce.

The Five Stages of Leadership were presented:

1. The Foundation Leadership Programme.
2. The First Line Leaders Programme.
3. The Mid-level Leaders Programme.
4. The Senior Leaders Programme.
5. The Executive Leaders Programme.

Chiefs highlighted the issue of releasing staff just because they meet the criteria won't be practical for the force. One Chief added that if individuals meet the criteria, how are they going to be prioritised by the College? There needs to be some reassurance regarding control over when staff are released from their forces.

Chiefs mentioned there needs to be a consideration about where throughout this process, which is evidence based, they can turn around and say if person is or isn't suitable to start on the journey towards Chief Officer level. Secondly, candidates will complete a substantial application form with evidence which is going to set an expectation and creates a lot of work. There is also the case of differential between the evidence that's provided with the college assessor and the Chief Constable thinking candidates are not in fact ready.

The College CEO noted all the points mentioned and stated it's a working process, a paper will be coming back to the working group on sequencing. One point of interest was 'temporary ACCs and whether they should be given priority because they're doing the job already in which they need training now. For example, if you have an ACC from an engaged force and there's no other ACC in the region that might be prepared to move, then should this be a priority? Views and ideas are welcome.

There won't be any extra courses and clearly it would be untenable for one force to release a handful of people. The College CEO acknowledged there is a capacity problem at both ends, however, the paper to be agreed at the group will make sense of it and after the first or the second course, changes and improvements will be made. We need to really work on this shared enterprise of assessment, if evidence presented there shouldn't be any conflicts with the force.

Chiefs raised the issue around the portfolio evidence, particularly around Equality, Diversity and Inclusion (EDI) which seems overly restrictive towards the police race and action plan and racial disparity rather than broader protected characteristics. Chiefs acknowledged there's a lot of work, however, they fundamentally disagreed with the way the question has been put and the limitations it puts on the evidence being requested.

Chiefs highlighted concerns as there are a lot of people who have just come through the strategic command course (SCC) applying for jobs and some forces are not advertising and/or taking on those individuals who passed. Secondly, some people are considering when they go on this development course they could potentially be temping as Deputies. The College CEO appealed to all Chiefs, the College will do their best to set protocols of how we operate and one of those is advertising ACC jobs.

Chiefs mentioned the numbers on the course is going to be a difficult one, in terms of how you identify where the greatest need is and how do you grade someone around that. Secondly, the end of process

will be different – movement between forces. Thirdly, the greatest need is police officers- there is a deficit gap, we are seeing senior police staff leaving, particularly senior digital who are getting paid much more in private. Therefore, a clear message around aspiration moving forward would be good alongside this.

The College CEO indicated they will run two courses which will cover demand, also they would like the course to be viewed over time as a valuable CPD for people who aren't necessarily going to move immediately into an executive role. HM Revenue and Customs (HMRC) are going to inspect leadership at some stage of this year, and they'll be looking at the movement between forces and police staff Chief Officers. Chiefs commented the descriptor of the executive program is to help bring on people who can change culture, promote diversity and encourage trust and confidence, which are all laudable. However, the concern was in terms of the collation of evidence more roundly which does not reveal a bias toward EDI at the expense of core operational confidence, it seems core operational competence is the first and foremost quality. Therefore, it is important the weighting must in the first instance be core operational competence and thereafter, those important elements around trust and diversity and alike.

Chiefs raised an issue in term of how we're going to differentiate who will be going on those first two cohorts of courses as there is only 110 places. Is there going to be a scoring in terms of the portfolios and the assessment so overall there is a fair and defensible position, especially if we've got many staff wanting to submit a portfolio?

Chiefs commented that there isn't enough information about what the assessment covers to support staff to meet the requirements of the course.

The College CEO stated leaders need to be competent and we will check the balance of this as we will check the legalities around decision making. There have been debates about whether we're moving too quickly, ultimately we have made the decision to move forward with this. Chiefs added it would lack credibility on every level, we could not run another SCC and PNAC now, we would completely undermine our ability to select and train senior people, so we need to be committed together to make this a successful as possible.

Entry Routes into Policing

The College CEO highlighted benefits of a consistent approach to initial training. Chiefs added one of the early decisions made was for the Policing education qualifications framework (PEQF) Optimization Group, a joint group supported by the College with a wide range of stakeholders and led by Jason Hogg, would lead the development of the design principles. He highlighted the key activities and asked Chiefs what the design principles are they would want to see in the fourth route.

Chiefs discussed the initial police learning and development programme (IPLDP) and what the replacement may look like. Chiefs highlighted; they would not want to see a two-tier system which may disadvantage those without professional qualifications. The College CEO?? and NPCC Chair provided positive assurances to chiefs that this would not be the case.

Chiefs urged to all attend optimisation meetings because there is a regional approach to it. If Chiefs cannot attend, a respective Heads must represent individual force to share the outcomes so there shouldn't be any surprises with the direction of travel on the optimisation team because it is widely debated and shared. If it's not a local agenda item, we would recommend it is because the window of opportunity to influence is reducing particularly as we start getting into the design principles of the fourth entry route.

Chiefs wanted clarity around reintroducing the IPLDP as they work through what the entry route is going to look like. Would they be prevented from doing that whilst they work their way through a more suitable

solution?

The College CEO confirmed Chiefs should continue to use the IPLDP plus syllabus and there is no need to seek permission. NPCC chair concluded that this will be discussed further at the Chiefs' Council meeting in March.

Police Executive Leadership Programme

Decision: Chiefs noted the update and provided discussion points to help shape the police executive leadership programme going forwards. Further updates on the development and direction of travel will be provided in the College of Policing standing agenda item at future Chiefs' Council meetings.

Decision: Chiefs noted and supported the following next steps:

- Information being circulated on events for the new programme being run by the College Senior Leaders Hub in January and February.
- College will write out further on the application window for applicants which opens in March 2023, for applicants wishing to join Cohort one.
- Further partnership working with delivery group to oversee key aspects of new programme (e.g. overall assessment strategy).
- Work of delivery group will expand to cover other review recommendations, especially national standards for chief officer appointments.

Action: 10 Perianal problems in policing associated with leadership work will be published in April and shared on ChiefsNet by the College.

Entry Routes into Policing

Action: Established agreed fourth route design principles, and update on optimisation work will be presented to the March Chiefs' Council meeting.

Action: Post March Chiefs' Council – scoping of potential options, including risks will be presented to the July Chiefs' Council meeting.

Action: College of Policing will write out to all chiefs next week on the, 'Standards of Recruitment for Officers'.

Session 6 - Review of Productivity in Policing Update

Decision: Chiefs welcomed the discussion and supported the following:

- The strand aims to provide a toolkit and accessible evidence base for forces, showing
 - 1) the steps in processes across a selection of forces
 - 2) the performance and cost for these specified steps/processes and
 - 3) potential actions that forces could use to improve their own productivity and effectiveness.
- A proof of concept, involving six police forces and three processes (burglary, first contact, domestic abuse) to be developed to demonstrate the value that the approach can add.
- A report back on the PWC work which started in early December 2022 on dashboards and metrics which are being agreed, through engagement with Burglary and Contact Leads and Chiefs.
- A wider update on mental health work with the snapshot analysis by mid-February.
- The NPCC lead starting work following the Policing Minister's support of early changes to simplify

crime recording whilst maintaining data integrity. Changes are expected to take place March 2023, with a fuller rewrite due in 2024.

- Forces to continue collaboration and sharing examples of best practice to the team including useful datasets, information and pieces of research.
- Force to continue providing the team with any productivity challenges they identify.

Action: Provisional review of final report for the review will be brought back to the July Chiefs' Council meeting for discussion before final publication expected in September 2023 to the Home Secretary, with consideration to be given as to whether an extraordinary council is needed to go through the recommendations prior to publication.

Decision: Chiefs were encouraged to complete the activity survey circulated out.

Decision: Chiefs agreed engaged forces are considered as early adopters once relevant pilots have completed, particularly those forces where capacity/demand is a key issue.

Decision: Attendance and Absence (Workforce) – team will link in with the workforce coordination committee to review work.

Session 7 – Crime Coordination Committee

The session began with some notes to vacancies which are upcoming. There was also a note to the current portfolio leads and the work that they are leading on. An overview on current committee's include:

- For the Knife Crime Portfolio, there is a continued push around the changes in legislation around knives that are only used for violence.
- For the Vulnerability Knowledge and Practice Programme (VKPP)?? portfolio, draft guidance has been circulated regarding sex workers and feedback has been requested from the Chiefs.
- The Child Protection Abuse Investigation portfolio, the Home Office will be providing funding in the short term so that work can continue as it is really important as they are dealing with significant national reviews in this space.
- The College are working with the Violence Against Women and Girls (VAWG) team on enhancing public protection training.
- The Stalking Super complaint is being worked through at the moment as well.

The Government are in the process of launching their new Serious and Organised Crime (SOC) strategy. This is due to go back to Ministers for a final review. The draft plan has been through ministers. A couple points to mention is it is both focused on the threat as opposed to specific crime times. It does align with the approach to assessing the SOC threat and there is an increased focus on economic crime, immigration crime and the impact of technology. It is also aligned with the NCA strategic assessment.

There has been a ministerial roundtable to launch the clear hold build strategy to tackling SOC and there is an ACC Briefing day on clear hold build which has a good sign up. This is the intention from the Home Office to pilot areas for the clear hold strategy.

The cyber programmes were discussed, and everyone agreed these were a success following discussions at regional levels. The paper sets out what the directional focus is. It has built capability and capacity in forces and region, and this has been able to happen once instead of 43 times. The cyber programmes are largely supported in these endeavours by the Home Office and Ministers, but there is a concern if money's not being spent on what it was designed on, it does become a risk, and everybody is keen to avoid. Feedback from the His Majesty's Inspectors (HMI) paper has been looked at and some concerns have been worked through. There is support and it is qualified, and it has been accepted that there were a couple of areas of non-support.

The two things which have jumped out are the volume of work and making sure enough work is being pushed through the system to keep everybody busy and occupied. There was a bit of a step back because at one point there was too much work coming through the system. The second area of concern from feedback was around the impact on the Chiefs' people and some assurances on this would be welcomed.

In terms of the volume of work, there was a 400% increase in reported incidents from businesses and members of the public that required an instant response between 2019-2021. This overwhelmed the teams regionally and locally. This led to the team triaging more out nationally at the centre to make the workload more manageable and they looked at improving the quality of National Fraud Intelligence Bureau (NFIB) Disseminations. But this kind of rebalancing resulted in overbalance. So now, there is some spare capacity within the system even though it is massively underreported, and they are not doing the level and quality of investigations in some areas where that can be done. The focus for the next few months is to address this and there is a lot in the pipeline to come through which is a positive. What the team are looking to in terms of the model is more of a refresh and a reboot of existing practice which was put in place by Chiefs in 2017. This includes having more accountability and oversight over the operational delivery and ensuring more consistency across the network. This consistency will reassure the Home

Office the performance is back on track following a substantial dip, with a large reason being because of the pandemic.

The team are not looking at the management and control of staff locally, this responsibility is not being taken away from local forces. What is wanted is more of an oversight and management of the activity to make sure that the national taskings that come down are properly and effectively delivered. This area is a low-risk area compared to other areas of policing. The focus is more about having an oversight of the activity and being reassured it's being delivered effectively rather than actual day to day ownership and control.

The session then moved on to mention the Government's response to the review of the Children's Social Care National Review Panel which is following the death of two children. The report involved identifying pathfinder areas as per recent ChiefsNet messages which had been put out. It was noted Chiefs should be aware of as this is important for everyone in the world of child safeguarding. Secondly, the Mick Creedence report had been finished and accepted by the Home Secretary and there have been positive recommendations on behalf of the Chiefs' and through the national group of coordinates. This report will be circulated to all.

Decision: Chiefs were encouraged to identify suitable applicants in their respective forces to apply for the national lead positions on knife crime and county lines within the Crime Coordination Committee.

Decision: Draft guidance on sex working has been circulated – chiefs and their force leads were encouraged to respond on consultation to the guidance.

Action: Mick Creedon report is finished and has been accepted by the Home Secretary. Lead is happy with the recommendations for the NPCC and Chiefs and through the national group will be coordinated. Once amendments have been completed to the executive summary this will be circulated to all chiefs.

HMICFRS Recommendation on the Police Response to Cybercrime

Decision: Chiefs supported the adoption of (Option 2 - Regionally Managed, Locally Delivered) approach and proposed that (Option 3 - Regional Control of the Local Cyber Response) is piloted within a volunteer region alongside this.

Action: Update will be submitted at the March Chiefs' Council meeting showing an overview of what would an accredited review/consistent narrative of what the future fraud/cyber look like in terms of what the service could deliver. This would include a discussion on investment in national and regional as well.

Session 8 – Delivery Landscape Reform Strategy (DLRS)

Chief Constable Jo Farrell provided an overview of the Delivery Landscape Reform Strategy (DLRS) and this included:

- The intention of what the DLRS is going to provide.
- A brief history of technology, policing, Home Office and where the case for change comes from.
- The consultation over the last 12 months and wide range of views.
- An overview of the strategic risks and benefits.
- The costs and affordability.
- An overview of the proposed next steps including details on the first 6-7 systems, identifying which ones should be low risk then leading to work through what does a project plan road map look like and finally getting into broader issues around contracts.

Chiefs commented how we need to be clear on the fact they are agreeing to assemble a group of people to look at how we might take the proposal forward rather than how we make the proposal happen. Chiefs added that we need to step through it very carefully together. Chiefs agreed the risks are huge in this area and questioned whether there was an alternative way of doing this. Chiefs mentioned the worry around the long-term capacity/ capability i.e., governance and data issues.

Chiefs were supportive of the outlined approach of this but really want lots of assurance around the integrity, independence, and the robustness of gateway assessments before it's handed over in any format. It was concluded that the MPS would like to be involved as well because of the kind of scale of their involvement in this work.

The lead thanked everyone for their comments and volunteering. The lead explained we're agreeing in principle, we support the transition of systems out of the Home Office and under the control of policing and will be working through system by system. The Home Office representative commented, they want to move this piece forward and set out a clear direction of travel because they are getting increased fragmentation in terms of where they're investing capability.

Chiefs concurred with all the points highlighted. Chiefs mentioned the opportunities around ownership and control and going into the Police Digital Service (PDS) board where the governance needs to be looked at. Also the opportunities around single entity which is very strong as we have lot of duplication equally. There is some concern around how PDS would be able to cope with the level of work required and support going forwards on these systems. Chief discussed the concerns about the cost, durability, achievability, and time scales involved.

The Chief Executive Officer of PDS (PDS CEO) recognises the increase in capability from a service management perspective. There's a wealth of work that's going into shaping what that capability needs to look like, both listening to current customers, to the broader nature of governance, the MPTCP ABS, as well as the broader landscape with the Home Office and some of the work which continues there.

The (PDS CEO) supported the point around the risks, transformations and the activities which haven't occurred since the transfer from the MPIA into the Home Office. There was a discussion around assurance gateways and what that looks like. Chiefs commented that we should look to bring the governance of the systems closer to the police service to us as customers and users. Chiefs acknowledged slow steps need to be taken. We must look carefully at PDS capability, capacity and getting this right before they transfer. Chiefs agreed we really need to be confident that the systems in the Home Office need to be reviewed to make sure they're stable before they come across the Police Service and outline the benefits of doing so.

The NPCC Chair summarised, even though concerns have been raised, there is nobody saying we should not move forward and acknowledged nervousness around the transition.

Decision: Chiefs approved and supported the in-principal approach for a team to work up the acceptance criteria and for this to be presented back in March's Chiefs' Council meeting.

Decision: Endorsed support through the national lead for DLRS (highlighting concerns to be addressed) at the Strategic Change Investment Board on 13 March 2023.

Action: Paper to come back to the March Chiefs' Council meeting.

Decision: Chiefs were keen to see how the movement of systems would link across to broader

technological requirements and the Police Digital Service (PDS) capability to do this and the impact that would have on roll-out (timescales) for forces.

Decision: The team agreed to explore and report back to chiefs on opportunities around strategic governance – enhancing the NPCC data controller Home Office processor position and MTA finance oversight and having a stronger control of MTA system run and costs. Chiefs agreed concerns around resources to manage this.

Decision: PDS board to report back through DDaT and to chiefs on paper going to their board on 22 February 2023 to review the make-up of the PDS board with more representation of chiefs and Police and Crime Commissioners (PCCs).

Session 9 – Workforce Coordination Committee

The NPCC Lead for the Workforce Committee provided an update around ongoing work within the committee.

Policing education qualifications framework (PEQF) /Optimisation group – Update will be brought to the September CCC to report findings.

Job Related Fitness Test (JRFT) – Update around JRFT to come back to CCC in September.

APP for Health and Wellbeing is being developed to share the excellent work ongoing in small pockets around the country more widely. APP will have 4 pillars 1) Ops 2) Crime 3) Response and Neighbourhood 4) Police Staff. Engagement will take place with respective NPCC leads.

The lead for Pay and Conditions Portfolio gave an update around pay.

Strategy agreed at previous CCC. Positional statement to be circulated with Chief Constables. Desire to maintain uplift but risks are significant if appropriate remuneration not in place. Pay premium afforded to police due to the nature of the role has been eroded (17%) in real terms. This will be passed on to the Police Remuneration Review Body (PRRB) to enable them to make their decision.

Presentation delivered by the Retention Workstream Lead for the Police Uplift Programme relating to the National Leavers Framework. The lead stated there is a growing number of resignations. Highest number of voluntary resignations in first two years which has a significant financial impact on forces. There is an understanding of key push factors around resignations.

Now, there is a disparity across the 43 Home Office forces and there is now a drive to create a National Leavers Framework to create consistent data sets for comparability and informing retention strategies. The National Leavers framework will comprise of 3 parts:

1. Data framework with 3 distinct levels of data. a) Home Office captured reasons for leaving b) High level reasons for leaving c) Granular data only achieved by conversation.
2. Exit Interview guidance with template around carrying out an interview.
3. Retention interview guidance document. The framework is people focused, learning driven, inclusive, and focused on dignified exits, and learning and listening.

Where are we now – the Framework is in place, guidance documents are drafted, and waiting to publish to forces. This is our opportunity to think about the maintenance of the uplift programme. There is a real

appetite across forces to support their people and understand drivers around attrition.

The lead asked for Chief Officer buy in to drive and push this forward. The NPCC lead for workforce committee brought the conversation to a close and reiterated the importance of maintaining the numbers brought into policing through the Police Uplift Programme.

Wellbeing Update

Decision: Lead will report back on the development of Authorised Professional Practice (APP) on wellbeing in September.

Pay and Conditions

Action: The lead will circulate to all chiefs and externally a position statement setting out an overview of investment, maintaining uplift and on pay via the NPCC comms office.

National Leaver's Framework

Decision: Chiefs supported the approval of the Exit Interview and Retention Interview Guidance (supplied) for publication to forces.

Decision: Chiefs noted the workforce representation data and points on retention. Chiefs agreed to use the learning and put back into forces. The workforce coordination committee would work to progress through PEQF and develop more information to help forces support their respective officers and staff to build resilience and wellbeing.

Session 10 - HMG Priority Areas update

The Anti-Social Behaviour Portfolio Lead gave an update on the National Anti-Social Behaviour Action Plan. There is a drive to create a national action plan to tackle antisocial behaviour. There is a deadline for delivery of action plan of end of February 2023. There is a focus and emphasis on action and intervention in crime hot spots, maintaining visibility and having visible justice. There are several conversations ongoing on how action against a future action plan will be monitored. There will be challenges around resourcing and funding but there are also a number of opportunities such as building community trust and confidence, targeted and joined up rapid interventions and influencing partners to do more.

Chief Constables raised the following points and questions:

- Question – Is this our own plan. The lead answered – We are working to help inform and develop a national ASB action plan. Collective plan but not being written by policing alone.
- It needs to be highlighted the long-term impact of austerity on areas which can make a difference. Opportunity to link to clear, hold, build strategy. The lead answered - number of groups have outlined to solve this problem police are not the only answer.
- Important to utilise neighbourhood policing teams as response teams will not be able to make the long-term difference in these areas.

Additions to the Public Order Act

Decision: Chiefs to drive pre-work to officer attendance at the gold command public order course.

Decision: Chiefs to feedback on consultation for public order Authorised Professional Practice (APP).

Action: Letter from Matt Parr (HMICFRS) will be shared with chiefs once received.

Decision: Revised Protest Operational Advice document will be circulated to all forces will comms to help officers.

Decision: Chiefs noted the update and welcomed the discussion on current legislation going through Parliament.

Anti-Social Behaviour (ASB)

Decision: Once first draft of the National ASB Action Plan is available from Government this will be shared with all chiefs to review and comment.

Action: Polling/Focus group, 'where are the police' – on public perceptions but has been influential on the Government approach to the ASB plan will be shared with chiefs via ChiefsNet.

Session 11 – Actions on the Outcome of Carrick

Vetting, Misconduct and Counter Corruption Update

The NPCC Chair introduced the session and invited the Operations lead to provide an update on the sentencing of David Carrick and other forthcoming MPS misconduct and criminal cases due to be heard in the coming weeks. The following points were highlighted from the update:

- Thanks to Hertfordshire Police for their investigate support into the crimes of Carrick.
- An overview of several forthcoming court cases in the coming weeks involving MPS officers which are likely to attract very negative media attention due to the severity of offences involved.
- Briefing notes had been shared to address some of the arising issues and gaps identified – establishment of Crimestoppers reporting line, historical PNC and PND data wash exercise has commenced, designing a process to consider adverse information resulting from vetting reviews/processes and an update on Operation Onyx.
- Levels of reporting made to the Crimestoppers line and next steps to be taken by the MPS.
- Update on the historical data wash and some of the challenges experienced and learning identified.
- Update on media and communications plan resulting from Carrick’s sentencing.

The NPCC Chair sought views regarding the potential for a national Crimestoppers reporting line and whether Chief Constables were supportive of an initial conversation regarding the proposal and, implications being progressed by the centre (via the NPCC Chair). This was agreed by Chief Constables and an update would be brought back in due course.

The lead raised the issue of current misconduct cases that were due to be heard over the next few weeks and months. Demand on Force PSDs is very high at present with a high number of Freedom of Information (FOI) requests being submitted and work was therefore ongoing to be proactive on publishing information (where possible) to reduce this burden.

Other key headline areas were: Hillsborough review, Angiolini and Case Reviews, HMICFRS report and drive from the Policing Minister and Home Secretary to review the policing response to HMIC recommendations. The lead updated on the relationship with the VAWG Gold Group, issues arising from Operation Onyx and the likelihood for forces to review cases back further than two years, an update on misconduct consultation process and development of the Code of Ethics.

The lead highlighted the pressure on force vetting teams and asked Chiefs to consider where additional resources could be allocated to this area.

The NPCC lead provided an update on the HMICFRS vetting, misconduct and counter corruption thematic inspection. The following areas were highlighted from the presentation:

- Overview of progress made on the HMICFRS inspection with an excellent response from all forces.
- Some validation would be required on the returns as these were self-assessment.
- Overview of the programme structure to support this work including a monthly gold group and weekly silver meetings involving all relevant stakeholders.
- Overview of the police service assessment of where we are with implementation of the NPCC.
- Overview of those recommendations where force RAG ratings were recorded as Red.
- Update on the College of Policing specific recommendations which related mainly to the APP and requirement to review Codes of Practice.

- Overview of next steps and the ask of forces to refresh data on a monthly data - updates will be provided to the HMICFRS and via the NPCC Operation Standards Gold Group chaired by the NPCC Chair.

The College CEO provided an overview of work ongoing within the College of Policing to support this work and emphasised the need for the College to set the vetting standards as the independent standards setting body.

Police National Database (PND) – Historical Data Wash Update

The lead provided an update on work ongoing to undertake the PND data wash exercise and engagement ongoing with force leads alongside the development of onboarding packs. The lead provided an overview of the timescales, information detail and roles to be searched as part of the exercise. The lead updated on the resource requirement required to undertake this exercise.

The lead provided an update on work to develop an automated system to check data going forward so once loaded onto the system a search would automatically trigger. They highlighted some of the challenges/required investment associated with this and advised this work was in a scoping stage at present.

The NPCC Chair advised there had been a high number of FOI requests to forces and to assist with the management of this, it was proposed that an 'intention to publish' notice would be communicated which would set out when and what data would be available, which would lessen the requirement /demands placed on forces.

Vetting, Misconduct and Counter Corruption Update

Decision: Media comms being launched and will be shared with all chiefs in advance. Metropolitan Police Service comms team to brief all force heads of comms regarding comms plans as they stand.

Decision: Chiefs agreed the one national response approach rather than individual responses back to Crime Stoppers.

Action: NPCC Chair to link in with Crime Stoppers and come back to chiefs on plan with any associated costs.

Action: The current consultation on Professional Standards Department (PSD) 'working on the system' – chiefs were requested to respond and provide feedback if not done so already to the national lead.

Action: Team to work up plan for some dedicated staff to work through the data and to help support queries from forces in a timely manner.

Action: NPCC comms and Op Standards Gold group to look at central overview of all cases in public domain for court/arrest/charges etc.

Vetting, Misconduct and Counter Corruption Update

Decision: Chiefs were supportive of the development of a national training programme for vetting departments and professional standards departments.

Decision: Chiefs supported the next steps as outlined:

- The programme will seek to monitor force progress on a monthly basis by requesting an updated

- self-assessment, and a narrative to explain any significant changes.
- The Programme Board will meet monthly to review force responses ahead of Op Standards where an update will be provided on progress.
- Monitoring of progress of HDW progress through board in conjunction with CSP portfolio (CC Kennedy).
- Regular liaison and coordination with HMICFRS re delivery of recommendations and continue to offer SME support
- Maintain momentum for delivery of other workstreams as identified by programme.

Decision: The lead requested all chiefs to push their own data through their force accreditation processes.

Police National Database (PND) Data Wash Update

Decision: Proposal around publication notice (intent to publish strategy) will be circulated to the media to help manage FOI requests coming into all forces.

Decision: Chiefs supported the following steps as outlined:

- Checking all police staff data through the PND, chiefs support their respective forces to configure their HR data into a format which can be washed through the system. Forces have been asked to complete this by 10 February 2023.
- The data will then need to be sequentially washed through the PND and all forces to have their data returns by 31 March 2023.
- The next phase is manually trawling through all the returns to determine where further investigation is needed. This will include checking for false positives' - for example where the addresses don't match.
- Each force will need to dedicate highly vetted resources (with PND access) to do so which may create abstractions in other parts of the Professional Standards Department, this risk will need to be managed in force.
- The intention is to, in parallel, develop a continuous integrity screening platform which will automate this process in the future but this requires significant investment.

Any other Business

Police Dogs Charity

Following some national reporting; the national lead for police dogs updated on issues around the thin blue paw which was a national charity providing support to serving dogs. Due to an ongoing PSD investigation, there was a need to understand which forces work with the charity direct so the lead could engage directly.

Decision: Chiefs will confirm to the National Police Dogs lead if they have any existing relationship with the Thin Blue Charity.

DATE OF NEXT MEETING

The next full Chiefs' Council meeting will be held on **29-30 March 2023**.