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Force/Organisation:	NPCC
Date Created:	20 July 2023
Coordination Committee:	NPCC Central Office
Portfolio:	N/A
Attachments @ para	N/A
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Chief Constables' Council Minutes

19-20 July 2023

Attendees

AC Gavin Stephens	NPCC Chair
CC Sara Crew	Avon and Somerset
DCC Nikki Watson	Avon and Somerset
DCC Dan Vajzovic	Bedfordshire
CC Nick Dean	Cambridgeshire
CC Mark Roberts	Cheshire
ACC Bill Dutton	Cheshire
Cmsr Angela McClaren	City of London
CC Mark Webster	Cleveland
CC Rob Carden	Cumbria
CC Rachel Swann	Derbyshire Constabulary
CC Will Kerr	Devon and Cornwall
Det Supt Mark Beacon	Devon and Cornwall
CC Amanda Pearson	Dorset
DCC Ciaron Irvine	Durham
CC Dr Richard Lewis	Dyfed-Powys
CC Ben-Julian Harrington	Essex

CC Rod Hansen	Gloucestershire
ACO Ian Cosh	Greater Manchester
CC Pam Kelly	Gwent
DCC Lucy Hutson	Hampshire
CC Charlie Hall	Hertfordshire
DCC 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 Louisa Rolfe	Metropolitan Police Service
AC Barbara Gray	Metropolitan Police Service
CC Amanda Blakeman	North Wales
CC Paul Sanford	Norfolk Constabulary
CC Nick Adderley	Northamptonshire
CC Kate Meynell	Nottinghamshire
CC Vanessa Jardine	Northumbria
CC Lisa Winward	North Yorkshire
Sir Iain Livingstone	Police Scotland
DCC Jane Connors	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 Tim De Meyer	Surrey
CC Jo Shiner	Sussex
CC Jason Hogg	Thames Valley
DCC Ben Snuggs	Thames Valley
CC Debra Tedds	Warwickshire
CC Pippa Mills	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
DG Graeme Biggar	National Crime Agency
DDG Rob Jones	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
CO Ruari Hardy
CO Robin Smith
CO Russell Foster
CC Chris Eyre
Cmsr Ian McGrail

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
Stephen Kavanagh
HMI Wendy Williams
Abimbola Johnson
DAC Laurence Taylor
Professor Paul Taylor
AC Stephen Jupp
ACO Adrian Rutherford
Aimee Smith
T/DCC Simon Megicks
Andy Rhodes
Alan Pughsley
Lianne Deeming
DCC Maggie Blyth
Jo Noakes
Melanie Williams
Roisha Hughes
Alan Pughsley
Marcus Sterling
ACC Owen Weatherill
ACC Mark Williams
Gemma Stannard
Tracy Holyer
Hannah Hart
Richard Hampson
Anil Mander
Kim Morris
Fi Greenlees
Sherry Traquair
Lee Milton
Victoria Arnott
Hayley Equi
Vicky Reay
Tanya Leonard

Garda Police
Police Services Interpol
HMICFRS
Independent Scrutiny Oversight Board
Metropolitan Police Service
NPCC Chief Scientific Officer Policing
Serious and Organised Crime Lead
Surrey/Sussex Police
Metropolitan Police Service
Norfolk Constabulary
Oscar Kilo
NPCC Review of Productivity in Policing Team
CEO BlueLight Commercial
NPCC Violence Against Women and Girls Lead
College of Policing
Hampshire Constabulary
NPCC Productivity Review Team
Head of NPCC Productivity Review
Home Office
National Police Coordination Centre (NPoCC) Lead
Police Scotland
NPCC Strategic Hub Lead
NPCC Head of Organisational Development and Change
NPCC Strategy, Planning and Performance Lead
NPCC Business Support Manager
NPCC Staff Officer to NPCC Chair
NPCC Criminal Justice Coordination Committee Coordinator
NPCC Freedom of Information Act Officer
NPCC Freedom of Information Act Officer
NPCC Strategy, Planning and Performance Team
NPCC Strategy, Planning and Performance Team
NPCC Head of Communications
NPCC Business Support Assistant
NPCC Business Support Officer

Elliot Sydney
Cathy Willis

NPCC Business Support Officer
NPCC Executive Assistant to NPCC Chair

SESSION 1:

MINUTES AND ACTIONS FROM PREVIOUS MEETING

The minutes for the previous meetings held were agreed:

Decision: May 2023 – Agreed

Action Log

1.2: Session 2 (February 2023) – National Operating Budget – (Action Owner: Paul Sanford):

Action: Finance Coordination Committee will be starting a 3-year MTFP for programmes and functions funded through the Operating Budget by the end of April 23 and will bring this back for discussion at a future Chiefs' Council meeting.

Response – An update will be provided at the July Chiefs' Council meeting. Work ongoing and on track for submission to a future Chiefs' Council meeting.

1.3: Session 1 (May 2023) Kings Coronation Coins - (Action Owner: NPCC Office):

Action: Chiefs agreed an equality impact assessment should be completed following discussion.

Response – Following up on the EIA survey – the NPCC team need further discussion, as we are aligned to the Kings Coin eligibility criteria we would need to explore who would take the lead on carrying out an equality impact assessment. In terms of the coins, update on progress (1) Specification close to completion, (2) Tender due to go live this month, (3) Contract award likely in September and (4) Forces have been contacted to provide provisional numbers of medal required.

1.4: Session 1 (May 2023) JESIP Awareness Mandated Core Training - (Action Owner: Vicki Evans and Charlie Hall):

Action 1: Chiefs agreed for the team to do a resource impact assessment and for costs, sequencing and flexibility points to be appended to the paper and linked back to the national productivity review.

Action 2: Chiefs agreed for the team to undertake resource impact assessment and for costs, sequencing and flexibility points to be appended to the paper and linked back to the national productivity review.

Response – Updates will be provided in the meeting by the Operations Coordination Committee Chair.

1.5: Session 12 (May 2023) College of Policing (Vetting) - (Action Owner: Andy Marsh):

Action 1: College to circulate update on the Vetting Code of Practice, including the legal position.

Response – The code is currently sat with the policing minister and Home Secretary awaiting sign off and

a date for laying in parliament. The legal position around dismissal remains the same which has been in place since the 2017 APP. This is also in line with the Met's Op Assure process for which they have obtained specific legal advice. We await a JR on this issue that proceeds, that may support or counter the current position. The Home Office are considering legislative routes (Police regs) for dismissal if vetting is withdrawn and a requirement to obtain and maintain vetting clearance which will strengthen the position on this.

Chair's Update

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

Parish Notices

Decision: Chiefs noted all the new appointments, recent retirements and new honours in HM the King's first Birthday Honours List of chief constables.

- Michelle Skeer QPM – Officers of the Order of the British Empire (OBE)
- Amanda Blakeman – King's Police Medal (KPM)
- Stephen Jupp – King's Police Medal (KPM)
- Serena Kennedy – King's Police Medal (KPM)
- Malcolm Graham – King's Police Medal (KPM)
- Paul Anderson has been successful and will become chief constable for Humberside Police
- Jo Farrell has been successful and will become chief constable for Police Scotland
- CC Sir Iain Livingstone last meeting at CCC
- CC Lee Freeman last meeting at CCC
- ACC Owen Weatherill (Head of NPoCC) last meeting at CCC

Chair's Update

CCC Decision Making

The chair of the NPCC commented that one of the sessions at CCC appearing later on in the agenda was to look at the HMI State of Policing report and a critical area of the report concerns NPCC decision making which has been criticised as being too slow prompting a debate on how chief constables consult and implement big national issues.

There is a provision in the Section 22A agreement document for chief constables to vote at CCC meetings, working together and reaching decisions by consensus and voting by a show of hands for a majority vote with the chair having the casting vote. Any chief constables not voting will need to notify the chair in writing as to the reason for this. The chair commented that they have looked at comparable bodies' decision-making processes such as The Royal College of Nursing and the General Medical Council. These bodies all have similar systems in place whereby the chair has the casting vote.

The question was posed to chief constables as to whether they wanted to apply the Section 22A voting to sharpen up on decision making? There was broad support for this but chief constables discussed what a majority vote should be (30 or more chief officers are required for the meeting to be quorate and a simple majority being 51 percent.) Some chief officers raised the point that 51% is a bit too low. The point was made that when companies make material changes to their articles of association a 75% majority vote is required. The fact that Police Scotland and Police Service Northern Ireland are not able to be part of the Section 22A agreement was raised. Chiefs also expressed the view that clarity is needed on when it is necessary for chief constables to vote and when they don't, so they don't have to vote on every agenda item.

It was agreed that this item would be brought back as a regional paper so chief constables could have sight on the proposals.

The question of whether chief constables wanted to give the Committee Coordinators more authority to agree and make decisions on non-contentious items was raised. There was good support for this, but some key points raised by the chief constables was the need to get clarity on what the Chair role is and whether section 22A has any detail on the role of the Committee Coordinating Chairs. The Chair's need to be trusted to make decisions, but the chief constables still need to have sight on and see the decisions being made which may affect their force. How do forces decide on what is a contentious matter and what is not?

Action: Following the discussion and the polls presented the NPCC Team will capture the result of the vote and decisions with the additional suggestions provided with a view to updating chiefs further at the September Council meeting.

Agenda for Reform

The focus and development work has been focused around the work on the Finance resilience work. There has been a briefing to the National Audit Office (NAO) who are interested in sustainability of funding into policing and law enforcement. There is a 3.3-billion-pound cash deficit in police funding which is made up of 1.3 billion savings that colleagues have to find collectively.

There is a billion-pound increase in borrowing and colleagues are starting to borrow for short life assets and a billion-pound reductions in reserves.

What has happened to the balance of funding and the impact on police staff colleagues? There are 5,000 police staff vacancies. The Home Office grant has been level from 2009 to present day. The Opposition are to set out their intention's pre-election on Crime and Criminal Justice issues but there is not going to be any additional money for public services so with the level of deficit a discussion will need to be had after the Summer about what is the collective approach to this which will take place in September.

Action: Chiefs noted the update.

National Emergency Services Network (ESN) Role

A reminder was given to forces that the ESN role is still vacant. A chief constable is still required to lead this programme.

Decision: Chiefs were encouraged to apply for the role.

NPCC Digital, Data and Technology Coordination Committee (DDaTCC) Role

Chiefs were encouraged to apply for the NPCC DDaTCC role advertised via ChiefsNet.

Decision: Chiefs were encouraged to apply for the role.

Performance Management Sub Committee:

The chair of the Performance Management Sub Committee provided an update which is an Interface between the Metropolitan Police Service (MPS) and the chair of the NPCC. The chair appealed for a chief constable to join him in the committee. A chief constable is required to agree a process for appointment for CC NPCC Leads, to agree the Chair's objectives, to deal with any complaints, authority issues and to join the short meeting of 30 minutes every quarter.

Decision: The chair appealed for a chief constable to join him in the committee and encouraged chiefs to put themselves forward.

Sustainable Funding Proposal Update

There are ongoing talks with the Home Office colleagues about sustainability funding for what is in the centre. The breakdown of the Hub funding is 3.1 million from the Home Office, a couple of million coming from contributions from PCCs/forces and some partner funding. There is no re-assurance for Home Office funding for next year. The Home Office has found some money on the officer pay settlement, but this will squeeze other areas of the budget.

The breakdown of where money is spent is as follows: 10% of money spent on Communications activity, 10% on leadership/governance activities, 20% spent on supporting Coordinating Committees, some spent on transporting premises but there are some savings with the estate move, 10 percent on risk analysis and future planning and there are Information Technology (IT) costs. Hub funding enables all of the Human Resources (HR), Finance and IT for all the big programmes of work without having to repeat this themselves so avoiding duplication. If the money is not received at the centre, the work will go back to the individual areas of work. There is no appetite from forces to put more money in. There is a letter to go to the Policing Minister which is co-signed by the heads of the national programmes and the Association of Police and Crime Commissioners (APCC) have also indicated that they will support it too.

Chief Constables commented that some areas are underinvested – for example in the national rewards team there are two and a half people whereas the National Health Service (NHS) have 50 people working in pay and rewards. The view was also expressed that it is not sustainable to keep adding more work at the centre. There is the work on the National Operating budget by the Finance Coordination Committee with some tough decisions needing to be made. However, a strong national infrastructure is required. Chiefs also expressed the need to look at what is being propped up by forces own budgets– if funding is cut, forces will have to pick this up and there will be additional demands on forces.

There was the suggestion to revisit and redo the portfolio survey to establish how much work is going on locally which is not being picked up.

Forces need a longer-term workforce plan and tough choices will need to be made. There was also the suggestion of a vote in September to determine the priorities to focus on.

Action: Chiefs noted the update.

National Strategic Risk Approach

Before 2021 there was no standard risk management framework across the NPCC. Over the past few years, the RMF is being tested with good engagement from the Committees and a number of national programmes and functions to adopt and test the RMF. An external audit was carried out with good feedback and strong risk management approach. There is still a long way to go to get into the maturity level that you would expect from an organisation of the size and remit of the NPCC.

The RMF will be refreshed and will be brought to CCC in September. There is the new National Strategic Risk Forum and there has been great engagement through the risk leads. There is great representation at the forum. It is about identifying best practice. In September there will be the 1st proposal about how to manage strategic risks which are high level, complex and cross cutting threats to the strategic objectives, and this strategic approach will look to collate and report risks. There is engagement with stakeholders, looking at best practice for this process working with the College of Policing, Police Digital Service (PDS), National Crime Agency (NCA) and Bluelight Commercial- there will be a detailed paper brought to regions in August with proposals.

Action: Paper to go through regional CCC process for the September CCC meeting.

Review of Productivity in Policing Update

On 13 September the Productivity Team will come back to CCC to talk about recommendations.

There is the Model process build by the six forces. They are changing and tweaking the digital tool which does what forces want – a decision making and performing tool to tell forces how productive they are and a comparison with other forces. The model has been refined and tweaked – for example, there are no longer red, amber and green indicators.

At the extraordinary CCC meeting, the team will show forces more about the model process but will also outline on the recommendations. The review will go to the Home Secretary. Forces will know what is in the report. They have been to every force. There are some excellent areas, but there are some areas for improvement. There will be case studies and best practices in the review. On the 29 September the report goes to the Home Secretary.

The Mental Health protocol has been signed by the two Ministers which will be launched on the 24 July. The two key things are the risk assessments at the beginning, crime or threat of harm and if there aren't those two things then there is an argument that policing shouldn't be dealing with it. The 136 detainee was mentioned and how long spent with the detainee when all of the risk and crime has gone and there is an aspiration for the handover to be 1 hour as opposed to 22 hours.

There is an 18-point plan around how to make Criminal Justice more effective. They have costed out how much a case file costs to do to calculate how much wasted time and effort is spent on files which are not going anywhere. If they find savings, the Minister intends to invest them back into policing.

Spending Review – looking at how to maximise existing resources but there is room for improvement on how to put best cases forward for future spending reviews. There has been a good workshop to try and set out a vision which hopefully ministers will buy into.

Technology can be an un-locker of productivity. Can the service box be more clever? There is a pitch for more investment in technology but how to do things a bit smarter. Other organisations are ahead of the police and have more resources, looking at model of education endowment fund – money put at the centre – testing before it is rolled out.

Action: An extraordinary CCC meeting will be scheduled in September to go through the recommendations.

Historic Data Wash Update

They are halfway through phase 2. 71% of all the data has now been processed with 15 forces having completed all their data washing, 26 forces are green and on track, 7 forces are red so unlikely to meet the target of the end of September. Where forces are not on track, additional resources have been put in.

Decision: Chiefs noted the update and more detailed timeline on next steps would be presented at the September CCC meeting.

Data Maturity Assessments

Starting to roll out across all forces a consistent data maturity assessment. A modern way that industry standard organisations take assessment of whether they are fit for purpose to roll out exciting, analytical and data science capabilities. It is important that this is done consistently so from the centre

assurance can be given to forces that they are doing things once and doing it well in terms of how capabilities are defined and matured. As a sector policing is behind.

A data maturity assessment is an industry standard data maturity assessment. It is in plain English about how the organisation is maturing its use and understanding of data. The assessment is not for publication—it is for forces to use and the data board. It will help with planning and will be a face-to-face workshop at first and then an online assessment to get a broad assessment of how data is used. It is important to help build public trust and confidence – when we don't get data quality right then the public trust is lost. It is important for forces to see where they sit and what is being done well. Forces are investing more in tech than in the data and will help to put forward a good Spending Review bid. It will also help staff on the front line.

A trial is underway with five forces taking part.

Decision: Chiefs agreed/supported the following from the paper:

- To engage with the data maturity assessments process as it rolls out to all forces.
- To support the “maturing” of the use of data and analytics to improve decision making, performance and intelligence within policing.
- To timetable the next update on the collective findings of the assessments and a “next steps” plan for forces and CDAP design, so that Chiefs are in a position to influence both.

Criminal Justice Input

Criminal Justice has been slightly invisible but there are many hard working and committed people in forces and leading on pieces of work but also people working in the various agencies wanting to make a difference. The Criminal Justice System (CJS) system is under significant strain. Over the past few decades, there has been lots of new legislation, new guidance, new doctrine, technology, a surge in safeguarding etc which has impacted the CJS, but this has not followed with the correct level of investment.

There are pockets of innovation but also pockets of silo thinking which is being addressed. There is no clarity on what the national strategy is and the absence of an overarching view on how the CJ system is performing. The political instability over the past few years has made things worse. There are backlogs across the system and this problem has been compounded with Covid. There is not a single data set so there is a need to get national and local consistency on data and how this links in with Local Criminal Justice Boards.

Conversations were had with the Ministry of Justice (MoJ) to get the right people to start looking at this as a systemic issue and how to improve it. Through the CJ Action Group they have decided to form a problem statement which is the state of the CJ system as it is now, and the intent is how do we optimise a problem solve and they are using it to inform the new administration. Policing needs its own voice and all forces have been written to with 32 forces responding. The themes which came out are as follows:

- There is a lack of strategic direction/increased time, complexity, and cost, with junior people handling complex procedures, a back log of things taking a long time to go to trial having an impact of victim and witnesses. 1 in 2 people declare that they would not go through the criminal justice system again. The demand is outstripping capacity. There is a backlog of cases and not enough judges.
- Prison capacity is a real issue. Increasing by 200 every couple of weeks. In the Northeast and Northwest there are no places at all. The pressure in the prison system will continue into early next year.
- Case progression – some good work going on but there is a huge variant up and down the

country. The mean average is 59% but MPS are running at about 27%. Need to get MPS up by 45-50%.

- Great progress being made on redaction. Still progressing for the potential for a data bubble.
- Back log around the crown courts.
- The National CJ Board is back up. The ministerial round table was positive.
- The JOIB reports to the Criminal Justice Board – how do we develop a greater consistency around case progression units.
- They are pushing for the national strategic vision.
- There is the need to lobby for legislation around redaction which would free up time.

A point was also made about the paperwork officers must contend with for cases that are not even going to court and whether things will improve to free up more time for officers to focus on other priorities.

Decision: Chiefs noted the below next steps and a wider session will be planned for the December CCC meeting.

- Continuing to push for renewed strategic vision
- Ensure consistent, timely performance information national to local
- Pushing for demand modelling across the CJS to understand the demand versus the capacity
- Processes/systems to be victim focused, with an emphasis on improving timeliness
- Pushing for public confidence measure across CJS
- Talking with inspectorates – join inspections Police & CPS
- Renewed focus on effectiveness of LCJBs and JOIM
- Continued focus on file quality but with greater flexibility for pre-charge discussions
- Shared endeavour to reduce disclosure burden and optimise tech
- Improvement to CPSD performance
- Agreement to explore expansion of Red exemption cases and reducing 28 day charging period for Green cases
- Develop evidence based arguments for charging division/DA pilot
- Arguing for a recognition for future amendments/enhanced to the CJS need to understand time, cost, complexity for policing

Regional Papers

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

Digital Public Contact Strategic Direction

Decision: Detailed feedback came in from regions. The paper is not signed off yet as there is more engagement work to be done.

National Contact Management Strategy

Decision: The national contact management strategy paper was endorsed.

Operation Bridger Funding Request 23-28

Decision: It is covered for this year but will be brought back to discuss further at the CCC September meeting as part of the wider NPCC Future Financial Planning Review.

Session 2 – Workforce Coordination Committee

NPCC Chair for the Workforce Coordination Committee provided an overview of what is to be covered. The national Op Kilo lead provided an update on Covenant Workstream - Families and Leavers support. Main highlights were reported as below:

- Launch date for the programme is September 2023.
- Bereavement counselling is in place for officers and families in certain circumstances which can be accessed by OH departments and FLO's if required. This is fully funded.
- Suicide prevention tool kit has been released and is there to support forces.
- All family friendly policies already in place will be collated in one place for easy access to families and officers.
- Ongoing work around financial stress.
- Trauma Tracking work ongoing in two pilot forces to track trauma.
- Offer from Police Care UK to fund establish microsites for each force and populate this site with national support policies and also with local products. This will address concerns from families who want to be better informed to what services are available, to help early engagement when issues are spotted.

NPCC Workforce Chair provided the following updates on:

Police Uplift Programme (PUP):

- 10 forces are been interviewed.
- Many already contacted.
- Many forces to respond.
- All forces will have data returns sent and important forces engage to capture data from PUP.

Mandatory Training:

A small team is working with the College of Policing to review all training requirements to understand where duplication can be avoided but training quality is not impacted.

The Workforce Chair then handed over to the NPCC Job Fitness Testing (JRFT) Lead. The Lead provided an overview in relation to the Chester treadmill test and validate the 5.4 shuttle run. Further work was required to validate the test. Chiefs supported the following at previous the May 23 CCC meeting:

- Maintain mandated JRFT.
- UPP supported if individual unable to pass the test but only if all support is exhausted.
- Try to address equality issues related to JRFT.
- JRFT linked to aerobic demands of officer safety training.

However, police safety training has been amended and as the curriculum is over two days training and is much more interventionalist, the findings suggest a 15% reduction should be applied to JRFT.

The lead requested chiefs if they wish to accept a reduced JRFT and chiefs responded as follows:

- Agreed change is required, however not to reduce as the belief is this is too low.
- Difficult to support this nationally.
- Important to do work and understand what is required.
- Maintain current levels until work is complete.

DECISION: Maintain current JRFT levels until further work is completed. Police Safety Training is no longer an appropriate anchor for JRFT and need to identify new link to new job-related fitness test and re-validate levels for fitness roles.

DECISION: Chief Constables agreed with the recommendation that we should not accept this revised JRFT standard and that the PPST is now not the appropriate anchor for the JRFT. Chief Constables agreed that we should undertake further work to ascertain a more direct job-related element.

ACTION: Further update should be provided by the lead on JRFT at the next CCC meeting in September. Next on the agenda was the discussion on the Ethnicity Action Plan.

Background provided around the action in Police Race Action Plan, Action 16 centred on two parts:

- We will address the challenges with the ethnicity pay gap reporting to support employers who want to demonstrate and drive greater fairness in the workplace.
- BEIS will publish guidance to employers on voluntary ethnicity pay reporting in summer 2022.

It was outlined to do this, first we need to understand what the pay gap is.

Research carried out looked at different best practice around what methodologies and principles applied in industry. Recommendations from the Chartered Institute of Personnel and Development (CIPD) have the most robust principles and the recommendations is to align these to policing, adapt these principles and create an action plan to progress and improve the overall position.

A number of ice breaker forces have contributed data to help understand how ethnicity pay back can be calculated. For policing the recommendations is we adopt a blended approach to calculate pay across police staff, police officers and ranks.

The team have created technical guidance, minimum standards for publication and emphasised the need to create force action plans to drive improvements. Chiefs were requested to agree the following decisions:

- Agree the guidance, principles and methodology.
- To support the Police Race Action Plan exercise of surveying Force's to determine the national timeline for ethnicity pay gap reporting.

DECISION – Chiefs supported the decisions required.

ACTION - To bring back accurate timeline once it has been identified to CCC.

NPCC Workforce Chair updated on Police Staff Pay following the recent announcement on Police Officer Pay and is hoping to complete discussions by September.

NPCC Lead on Pay and Conditions gave an update on police officer annual leave entitlement. The view is

to modernise the annual leave entitlement and are looking to halve the time it takes to reach maximum leave entitlement.

Session 3 – Counter Terrorism Update

This was held at Secret Level and no minutes were taken.

Session 4 – Crime Coordination Committee

The Chair of the Crime Coordination Committee introduced the session and provided an overview of the wide variety of work that sits within the National Crime Coordination Committee including twelve portfolios and over 100 working groups. The Crime Committee has volunteered to work with the Strategic Hub to ensure its structure and portfolio areas meet the overall strategic threat assessment on crime – further updates on this review will be brought back to later CCC meetings. The Chair updated on a letter received from the Home Secretary which set out the NCA strategic objectives for the forthcoming year and advised consultation will take place with the relevant crime leads to discuss policing's input and feedback on this.

Serious and Organised Crime (SOC) Chief Post Discussion

The Chair summarised the history around the appointment of a dedicated Chief Constable SOC lead and congratulated Chief Constable Steve Jupp on his recent appointment which would leave the position vacant from November 2023. The chair advised that the Home Office had agreed to underwrite the funding of the dedicated SOC role for a further two years and a debate was welcomed with Chief Constables on the continuance of the role and the way forward.

The SOC lead referenced a paper which had been circulated outlining the current position and he summarised the achievements made in the SOC arena in the last year and the requirements of the role holder going forward. The SOC lead highlighted some of the areas that had previously been discussed and advised that those issues (including the rank of the role holder) were still relevant. The SOC lead summarised the key areas of work that were being progressed which included the development of the Clear/Hold/Build approach, the SOC system reform, LRO training, SOC Community Coordinators and work with the Homeland Security Group – all of which were now building momentum.

The Chair welcomed comments from chief constables. Following discussion chief constables were supported filling the role at chief constable level and the following areas were highlighted:

- The role holder must understand the competing demands and complex threat, harm and risk picture.
- Recognition that the work has grown in relation to challenge and demand levels.
- Home Office funding was key.
- Need to ensure synergy with key stakeholders (including NCA).
- Build in a review process and associated timescales.
- Need to fully articulate the benefits across forces and consider a potential exit plan when the funding expires.
- Consider any additional areas the SOC lead could take on including the exploration of a collaborative joint role with the NCA, help to build the evidence base for future spending reviews.

The NPCC Chair summarised that there was support to fill the dedicated role at chief constable level with further work to aid possible discussions at the September CCC if there wasn't sufficient interest received. Also, further consideration was required to consider 'what next' and how the SOC role can feed into the agenda for reform and strengthening the national infrastructure. A small working group was also

proposed, led by the Crime Committee, to articulate the benefits achieved by the role and to consider the criteria for any potential exit strategy or incorporate into other roles going forward.

Drugs Strategy

The national Drugs Lead introduced the item and highlighted that it was the first anniversary of the publication of the Her Majesty Government (HMG) 10-year drug strategy. The session would focus on how policing can continue activity to feed into the three main aims of the strategy: breaking the demand for drugs, breaking drug supply chains and delivering a world class recovery and treatment service. The lead summarised some of the success areas achieved to date including the creation of local drugs partnership boards and the closure of party lines etc.

The lead provided an overview of the drugs landscape and some of the research into the impact on criminality by drug abuse. The HMG drug strategy had a significant amount of funding dedicated to drug treatment and recovery with a rise in the number of new treatment centres opened. The lead highlighted the lack of referrals into treatment centres by policing and advised that whilst policing cannot mandate people attend treatment, it can mandate attendance at assessments before referral to treatment. The lead welcomed the Deputy Director of Drug Misuse in the Home Office. The Deputy Director provided an overview of HMG's key focus areas:

- Strong HMG commitment to reduce drug consumption and the associated harms and how to proportionally redouble efforts via lawful engagement to reduce drug consumption.
- Greater referrals into treatment centres with significant funding allocated in this area including work to increase the level of drug testing at the point of arrest.
- Out of court disposals pilot work to identify areas of best practice.
- Update on naloxone and the evidence base on its use.

The lead stressed the need for forces to access funding available from the Home Office and provided an overview of work to expand drug testing at the point of arrest and the current level of force activity in this area and activity to increase the level of associated data. The lead provided an update on correspondence received from the policing minister which would be shared with chief constables regarding the drugs strategy action plan and the need for policing to increase activity to impact on the numbers of people referred to treatment centres and drug testing on arrest.

Chief Constables welcomed the update and the following issues/comments were raised:

- The use of naloxone by officers and the need for HMG support on its use, the required evidence base to support its use and the need for the Independent Office for Police Complaints (IOPC), Police Federation and Ambulance Services to be engaged and supportive.
- How can policing access funding from Public Health and the support required by HMG in this area.
- HMG need to explore delays and timescales for access/referral to treatment centres.
- Use of synthetic opioids and their impact.

The lead thanked colleagues for their input and agreed that it would be helpful for further work to be undertaken on the use of naloxone to provide an NPCC position on this.

Actionable Evidence

The lead updated on this issue and the concern/perception that had been raised around whether policing was meeting public expectations in pursuing investigations particularly around acquisitive crime and the use of platforms such as 'find my phone' and vehicle tracking devices etc. As a result the policing minister had held a meeting with NPCC leads, the College of Policing and HMICRS to consider whether policing can pursue all actionable evidence. Work was ongoing to explore this issue further and the mechanisms

available to explore all reasonable and proportionate evidence. The College of Policing have been working on guidelines and Authorised Professional Practice (APP) on conducting effective investigations and correspondence had been sent to chief constables. The Crime Chair advised that HMG were keen to make an announcement on this and engagement was ongoing to ensure there were no unreasonable expectations set on this and that any requirements were in line with policing's aspirations to pursue all reasonable lines of enquiry. The College CEO provided an update on the APP and discussions at Professional Committee to support this and the potential launch date which may be combined with the Home Office planned 'policing/crime week' around the end of August.

Op Soteria

The lead introduced the item and advised that she would provide an overview of the position with Op Soteria to date and the next steps activity planned post September.

The lead detailed the collaborative approach with academics in policing which had commenced as a pilot in 2021 in Avon and Somerset and was later rolled out to four pathfinder forces. Following a decision by the Home Office to expand the pathfinder forces, this increased by an additional fourteen forces. The lead provided an overview of deep dive activity that had been undertaken and some of the learning that arisen from this activity including force action plans and exposure of some of the challenges which included too much emphasis on the credibility of victims, greater insight into psychology of offenders, burnout of investigators and issues around police force culture. This evidence had been fed into the development of a National Operating Model delivered into the Home Office in June and launched on the 10 July by the Home Secretary. This model was available on the College website and knowledge hub and learning continues to be shared via national learning network events and RASSO focused training and knowledge programmes. The lead updated on work to form a joint unit to ensure delivery and ownership by policing under the Violence against Women and Girls (VAWG) infrastructure.

The lead updated on forthcoming work post September for adopter forces and work to look at issues including key performance indicators, technology capability and the required infrastructure model. The Lead advised Op Soteria would now move into a joint leadership approach (across forces, college or policing and NPCC). Chief Constables raised the following:

- Benefits of the RESDIP course and encouragement to all forces to make the best use of this resource package available.
- Challenges associated with conviction rates and whether the dialogue should now move to consider issues including the sufficiency of the law, burdens of proof etc.
- Space to look at national society issues and long-time planning on prevention and change of approach.
- Overview of 'tell not report'.
- Level of training and skills that are transferable into core investigative roles.

Serious and Organised Crime (SOC)

Decision: Chiefs supported the continuance of a full time NPCC SOC Lead at Chief Constable rank, for a further two-year period.

Decision: Chiefs noted the update and agreed as part of the agenda for reform as next steps a review should take place after the 2 years criteria whether to continue with the role if no further Home Office funding is available and if this should be incorporated into the Crime Coordination Committee.

HMG Drugs Strategy

Decision: Chiefs noted the update.

Op Soteria

Decision: Pathfinder forces letter going out on resources and what next steps for the adoption is going forward.

Session 5 – Interpol Briefing

CLOSED

Session 6 – Discussion on HMICFRS Secondment Programme

The HMI lead provided an update on police secondments to Her Majesty's Inspectorate Constabulary and Fire and Rescue Service (HMICFRS) outlining the potential benefits of the scheme for forces.

It was recognised that this is a really challenging time for policing, however there are some tangible opportunities that the secondment programme offers as it will increase a greater awareness in forces of the inspection regime and what the national policing landscape looks like with emerging themes.

HMICFRS would like to see a greater mix with more officers and staff who are in early or mid-service as well as those coming towards the end of service.

There is a variety of opportunities such as the Assistant HMI roles, long-term secondments (up to 2 years) and short term ones (anywhere between 3-12 months) providing a greater degree of flexibility for forces.

The benefits for forces and individuals were highlighted such as insight into national and local policing performance, a more in-depth understanding of HMICFRS practices, methods and inspections including how to prepare for inspections and an awareness of all inspection portfolios. A number of success stories and examples were referred to in the presentation of past and present officers and staff on secondment.

There was a discussion on what the barriers might be and how these can be collectively overcome. Chiefs welcomed and supported the improved approach as this is about developing future leaders in policing. Chiefs suggested forces build it into their Professional Development Review (PDR) earlier on so that this can be a fundamental part of the conversation when looking at the strategic development of future leaders and the benefits which returns to force as they continue their journey. Chiefs believe it is important for the long-term vision of policing by improving development, understanding governance and embedding good practice at frontline level, as secondees at HMICFRS gain a different perspective. It should be part of talent management for serving communities now and in the future.

Chiefs mentioned they were about to launch a next step on the national centre for police leadership on what that talent pipeline looks like. There is scope to recognise the value of secondments to HMICFRS and other agencies.

Chiefs noted that there needs to be a dialogue of readiness for promotion as different qualities are displayed in one environment compared to another and forces would welcome HMICFRS assessment.

Decisions:

- Encourage forces to recognise and support the right individuals for secondment.
- Invited Chiefs to nominate candidates for Assistant HMI roles – speak to Andy Cooke.
- Invited forces to proactively advertise and promote job adverts.
- HMICFRS will give progress reports and have a reciprocal arrangement in place with forces.
- Invited forces to consider skills of returning secondees where workforce planning is concerned.

Session 7 – Police Race Action Plan – Improving Policing for Black People

An update was provided from the Chair of the Independent Scrutiny and Oversight Board (ISOB). The feedback report is now ready which is around the recommendations highlighted to all forces at the last CCC meeting. The embargoed version will be ready by the 2 August when it will be circulated for forces with publication on the 8 August.

Action: Report will be published nationally on ChiefsNet.

Between the 2-8 August there will be opportunities for key stakeholders to have 1-2-1 briefings with the Chair of ISOB to go through the content of the report before publication. The report looks at personnel concerns and how the structure of the programme does not allow people to bring their best to the programme and looks at how this can be changed.

One of the recommendations was to reflect on how much breathing space CCs are giving to people to reflect on the plan and make things work. Some officers or staff seconded to the Police Race Action Plan have been pulled back into force which can have an adverse effect on the content of the programme and can set the programme back by months.

How much time is being given to mid-ranking officers who are more on the front line to be able to absorb and consider promises being made by CCs and enact those actions from the Race Action Plan. Work is being carried out to restructure the programme to make it a longer, more impactful piece of work, with a legacy in policing. Running the programme on an annual budget is not helpful. They are losing people due to annual contracts where there is no stability and career progression. They are also looking at joined up working with stakeholders and how forces are engaging with them – picking up information without having to keep going back to them and speaking in a thoughtful way.

Forces raised points such as the need to look at what does the next few years look like in terms of delivery/getting the right structures in place with resources, skills and funding and to understand what communities think about the work being carried out.

The plan is to wait until the new Programme Director is in place before having a discussion on the key areas of focus.

There was also the point raised about young black communities and their distrust of the police preventing them from considering a career in the Police Service and the importance of tackling the culture first to attract young black communities to joining the Police otherwise there will not stay. People through the door won't stay. Need to change culture first to attract people to police. There is no legacy in black communities.

A need to support the new Programme Director once in post was expressed as this was the plan all forces have signed up to and forces need to support the Programme Director with this.

Decision: Chiefs noted the update.

Session 8 – College of Policing Update

Chief Executive Officer (CEO) for the College of Policing (CoP), gave an outline of the two areas of discussion for today's session and outlined the Government want to maintain blended entry routes. 4th route will be available for April 2024.

Items for discussion:

- 4th entry route progress
- Executive Leadership Programme

CoP, Director of Leadership and Workforce gave the following update:

4th Entry Route:

Rational

4th Entry Route Now called Police Constable Entry Programme (PCEP). The rationale and decision making for PCEP was outlined and linked and entry route to be set at equivalent of level 5 qualification but open for individuals to use experience to gain qualifications in the future.

Progress

The programme has experienced challenges in the initial stages of development, and these have been considered and included in development and optimisation of the work. The main challenges centred around:

- Differing interpretations of the 'ask' from Chiefs.
- Impacts on existing routes and pay progression.
- Concerns around ability to deliver and implement by April 2024.

Outlined the College are acutely aware of views and feedback.

Main considerations around the development of PCEP centre around:

- Maintain standards and provide consistency.
- How all routes work together to Avoid 2 - tier policing.
- Considered role requirements to prepare new recruits to undertake role effectively.

PCEP will be a 2-year learning programme, with appropriate learning, to take new recruit from a standing start to operational competence. The curriculum considers, in partnership with wider policing, includes important operational learning and skills. The curriculum has been designed with flexibility to meet individual force requirements and it will be down to forces to outline how they will assess individual candidates.

Both Police Constable Degree Apprenticeship (PCDA) and PCEP will result in operational competence of officer after two years, however the PCEP programme will lead to more flexible approach to reach full operational competence. The College will look to set clear parameters for what post operational competence programme will consist of.

The details on all existing routes including diversity of candidates, abstraction and cost breakdown was shared with all Chief Officers.

CoP will support forces with implementation and provide a Quality Assurance process. There are no limits to the number of forces who want to go live in April 2024 and support will be provided to all forces.

Expected Timeframes

- The new draft curriculum and assessment strategy will be shared with Sept and final version in December 2023.
- New marketing Strategy will be available in September 2023.
- Procurement framework will be ready in early January 2024
- Confirmation of forces using the new route and QA requirements January 2024 - March 2024.

Chiefs were requested to agree the following decisions:

For all entry routes:

- To support national implementation of the optimised/new curriculum on all routes
- To support the approach to setting minimum requirements for Operational Competence and Full Operational Competence for all new recruits.

For the new entry route:

- To agree the high-level concept model presented for the new entry route, and support its further development.
- To agree the probationary period for the new entry route noting the potential implication on the other entry routes.

CEO of CoP opened the floor to questions:

Chief Constables' raised the following points:

- Unable to make a decision today as there has been a lot of work taking place and need time to digest the data shared.
- Highlighted the hard work and clarity shared.
- Highlighted need further clarity around the difference of OC and FOC - want an officer FOC after two years. CEO of CoP response - 2yr point would be maximum flexibility and after that point officers would enter a period of continuous professional development. Consideration will not be given to the naming of OC/FOC. Want to ensure there are no barriers to individuals in later career/promotion.
- Thanked the CoP for the work that has been done in a short space of time.
- Cognisance needs to be given to student officers who would want to transfer from PCDA to PCEP at the two-year point.
- One force highlighted concerns around cost implications and capacity implications and needed to go away prior to making a decision and taking an informed view. CEO CoP - highlighted the need not to change the 'ask' and reiterated the route to delivery is flexible. This is a level 5 programme and delivery will be done to forces. **Formal learning to end at two years** - one way to do this could be to front load operational learning into first two years of training. Can not remove from flexible third year.
- A number of Chiefs reiterated the need for a two-year probation (and to be fully operationally competent) then flexibility for further options linked to future career pathways.
- One Chief believed this was a CoP decision and CoP should be consulting forces and making the decision.

CEO CoP - Summary - ensure officers are FOC after 2 years, with as much flexibility as possible regards ongoing CPD thereafter with this not linked to pay progression against other entry routes. Asked if reasonable to progress on that basis. There were no further comments from Chiefs.

DECISIONS:

- Design principles for the College to take away:
 - Full Operational Competency signed off after two years.
 - Maximum flexibility in relation to continuous professional development.

- Light touch QA from College with guidance provided to forces to assess.
- Provide more detail on how implementation will work.
- No barriers to pay progression and promotion prospects.

ACTIONS

- College to share slides and pack with full detail to all chiefs.
- College to send letter to colleagues summarising all the main points from the discussion.

Police Executive Leadership Programme (PELP)

CEO of CoP highlighted further assessors are need from all forces, with some forces not providing any assessors to assist with the PEL programme. Understands the difficulty forces face releasing Chief Officers for four-day assessment centres, and with some forces only having temporary individuals carrying out the roles. Profiling has been undertaken to understand number of Chief Officers available and the is enough to support Cohort one and Cohort two.

Want to ensure cohort one/two are delivered and will pause prior to beginning cohort three to reflect and identify learning. This will double the number of candidates in the pipeline compared to previous years on the Strategic Command Course.

Reiterated need for forces to engage and send appropriate Chief Officer assessors.

Decision: Chiefs supported engagement and would promote sending appropriate chief officer assessors.

Session 9 – Chair of the Police Federation Update

This item was withdrawn from the agenda.

Session 10 – HMICFRS State of Policing Annual Assessment – Survey Responses

The NPCC Chair advised that HM Chief Inspector of Constabulary was unable to attend this Council meeting due to pre booked leave. The Chair confirmed that the results of the Chief Constable survey regarding the State of Policing report had been shared within the CCC pack and regular dialogue had been ongoing with HMICFRS. The Chair updated that the APCC had provided feedback direct to the HMICFRS and the next steps was to get round the table and discuss what the report means in practice and what any alternative proposals may be around the recommendations. The Chair confirmed that he would take the feedback from Chief Constables into the future discussions, and it was recognised that there was a significant amount of work to progress (including some areas that would require legislative/regulatory changes) before any of the recommendations could be put into practice. The Chair confirmed that this agenda item would come back to September's CCC meeting with an invite HMI Cooke to attend the meeting to contribute to part of the discussion.

Action: Invite HMICFRS to attend the September CCC meeting for discussion on this item with all chiefs.

The Chair updated on correspondence received from the HMICFRS regarding attendance at NPCC Coordination Committee meetings. Following consultation with Committee Chairs, it had been agreed that this professional engagement was welcomed and helped HMIC understand some of the challenges faced. Further clarity was required around the remit of this and HMI Cooke had agreed to work with the NPCC Chair to provide this clarity.

Session 11 – Aviation, Drones and National Police Air Service (NPAS) Update

The national lead for aviation discussed the importance of this subject matter, not only in terms of what

we have now but what can happen in the future. A new governance structure was proposed and presented to Chiefs to try to move this forward.

National lead outlined the Transition Programme from West Yorkshire currently hosting National Police Air Service (NPAS) to another entity, which might be another force, a private entity or Blue Light Commercial, but this is not known yet and is funded through the NPAS board. Transformation is what we have now and what we might want in the future. All options for how to 'transform' Police Air Support capabilities to meet the needs of policing remain on the table.

Key message is to work with the government and NPAS to get to a position to offer a proper aviation support to police services. Chiefs are asked to decide what they want in terms of aviation, to understand operational needs and requirement for now and in the future. They are asked to have a conversation with the Police Crime Commissioners (PCC) about funding it.

National lead will work on risk assessments with the forces, establish capabilities required and lead engagement. The lead will then create and collate all evidence-based capabilities to scope best options for capability.

Chiefs asked for clarity around the fleet replacement programme. In response, the aim is to show the transformation programme which will take place over next 3-4 years and show some progress and development, then there may be options available.

Next, the national drones lead provided a presentation on drones and the huge opportunity for policing. Drone usage across forces is at different stages; some have quite advanced capabilities, others are just starting out. It was identified that one of big drivers around drone capabilities is not the equipment, but whether the public accept that the police fly drones and what those capabilities are and how they're used.

The lead outlined a clear vision to enable local forces and partners to deliver safe and efficient effective drone Beyond Visual Line of Sight (BVLOS) capabilities across all 48 police forces to meet the needs of policing and keep the public safe. A new single programme has been set up to provide coherence across the country, consistency and delivery. There are eight key objectives including developing a framework for scrutiny, oversight and regulation. The programme will introduce robust governance, standardisation, professionalisation and sharing of resource and expertise across a wide and varied centrally co-ordinated network of experts and practitioners. The aim of the programme includes the development of a 'Centre for Excellence' for drone use that gains international recognition.

A strategic board has been set up and a board to understand what policing wants from drones. An operational delivery board feeds into this. The drone programme work needs to inform and align with the transformation programme to avoid unnecessarily buying aircrafts and where they should be located. There are four phases to the programme; alignment phase, development phase, expansion phase and sustainable phase and currently in the first phase.

A commissioned survey was sent across the UK to find out what capabilities exist, what is wanted from drones and how policing could deliver the drones operationally. Chiefs have the option to consider the level of capability investment vs the risk they need to address on the ground. The team wants to achieve a national strategy with local delivery. This would include sharing and leveraging local excellence and knowledge across forces to enhance police drone operations

Chiefs mentioned that it was not easy to withdraw from the current arrangements. Chiefs supported the idea to have opportunity to have a separate meeting about the operational requirements of policing and overlay that. There are financial choices to be made.

Chiefs agreed the success of this will be the governance around the programme which will be key going forward and for the future deployment of the drones. It was noted that it is important to keep NPAS well regulated, in terms of its performance, cost and coverage.

Chiefs agreed to support the lead on drones and the future of aviation.

Decisions for Aviation:

- Chiefs agreed to speak with their relevant leads in force to feedback to the programme on risks.
- Chiefs supported the development of the revised 3-year strategy that would be written.
- Chiefs highlighted the contentious exercise of funding but were keen to move forward with forward planning and assessing the risks.

Any other Business

Cellmark

Action: Update would be circulated on ChiefsNet to all forces.

Home Secretary Briefing – Public Order

Decision: Chiefs noted the update and would support both mobilisation tests to take place and would engage with local teams.

Covid-19 Inquiry

Action: NPCC Finance Coordination Committee team to bring costs from inquiry into the NPCC future financial planning review.

DATE OF NEXT MEETING

Extraordinary CCC meeting will be held on **13 September 2023**

The next full CCC meeting will be held on **27-28 September**

