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## Chief Constables' Council Minutes

24 May 2023

### Attendees

AC Gavin Stephens	NPCC Chair
CC Sarah Crew	Avon and Somerset
DCC Nikki Watson	Avon and Somerset
CC Trevor Rodenhurst	Bedfordshire
ACC Vicki Evans	Cambridgeshire
CC Mark Roberts	Cheshire
ACC Bill Dutton	Cheshire
Cdr Umer Khan	City of London
CC Mark Webster	Cleveland
CC Michelle Skeer	Cumbria
CC Rachel Swann	Derbyshire Constabulary
CC Will Kerr	Devon and Cornwall
CC Amanda Pearson	Dorset
CC Jo Farrell	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
CC Scott Chilton	Hampshire
CC Charlie Hall	Hertfordshire
DCC Paul Anderson	Humberside
CC Tim Smith	Kent
CC Chris Rowley	Lancashire
ACC Peter Lawson	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
Dep Comm Lynne Owens	Metropolitan Police Service
CC Amanda Blakeman	North Wales
CC Paul Sanford	Norfolk Constabulary
DCC Ivan Balhatchet	Northamptonshire
CC Kate Meynell	Nottinghamshire
CC Vanessa Jardine	Northumbria
CC Lisa Winward	North Yorkshire
DCC Mabs Hussain	North Yorkshire
Sir Iain Livingstone	Police Scotland
Ch Supt Hillary Sloan	Police Scotland
Ch Supt Ray Henderson	Police Service for Northern Ireland
CC James Vaughan	South Wales
CC Lauren Poultney	South Yorkshire
CC Chris Noble	Staffordshire
DCC Emma Barnett	Staffordshire
CC Rachel Kearton	Suffolk
CC Tim De Meyer	Surrey
CC Jo Shiner	Sussex
DCC Jason Hogg	Thames Valley
CC Debra Tedds	Warwickshire
ACC Richard Cooper	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
CC Melanie Dales	Ministry of Defence Police
Provost Marshall Sarah Pringle-Smith	Royal Military Police

Col Douglas Hutchinson  
Major Stephen Tickner  
Col Kristian Rotchell  
CO Ruari Hardy  
CO Robin Smith  
CO Russell Foster  
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  
Professor Paul Taylor  
AC Stephen Jupp  
Alan Pughsley  
Lianne Deeming  
DCC Maggie Blyth  
Monique Wrench  
Alexandra Jary  
Ch Supt Conrad Trickett  
Gary Ridley  
Jo Noakes  
ACC Owen Weatherill  
Gemma Stannard  
Hannah Hart  
Richard Hampson  
Anil Mander  
Mark O'Donoghue  
Fi Greenlees  
Sherry Traquair  
Andy Begent  
Chloe Butcher  
Vicky Reay  
Mark Farey  
Elliot Sydney  
Cathy Willis

Garda Police  
NPCC Chief Scientific Officer Policing  
Serious and Organised Crime Lead  
NPCC Review of Productivity in Policing Team  
CEO BlueLight Commercial  
NPCC Violence Against Women and Girls Lead  
Home Office  
Home Office  
Police Scotland  
Durham Constabulary  
College of Policing  
National Police Coordination Centre (NPoCC) Lead  
NPCC Strategic Hub Lead  
NPCC Strategy, Planning and Performance Lead  
NPCC Business Support Manager  
NPCC Staff Officer to NPCC Chair  
NPCC Staff Officer to Strategic Hub Lead  
NPCC Freedom of Information Act Officer  
NPCC Freedom of Information Act Officer  
NPCC Data Protection Manager  
NPCC Strategy, Planning and Performance Team  
NPCC Business Support Officer  
NPCC Business Support Officer  
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:** March 2023 – Agreed

#### **Action Log**

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

**Action 1:** Finance Coordination Committee will be starting a 3-year Medium Term Financial Plan (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 Chief Constables' Council (CCC) meeting.

**Action 2:** Hosting arrangements task and finish group (principles) between finance and workforce review to be explored.

**Action 3:** (Funding Formula Review) - A refresh of the chiefs representation group will be reviewed.

**Action 4:** Finance Coordination Committee Chair will complete a costing exercise on the introduction of the new Strategic Policing Requirement (SPR) going forwards.

**Response** – An update will be provided in session 1 at the CCC meeting in May. Work ongoing and on track for submission to a future CCC meeting.

#### **1.3: Session 5 (February 2023) – College of Policing (Action Owner: Andy Marsh):**

**Action 2:** Post March CCC – scoping of potential options, including risks will be presented to the July CCC meeting.

**Response** – Item will be discussed within session 2 of CCC at the May meeting but overall proposal with potential options is on track to be presented at the July CCC meeting.

#### **1.4: Session 6 (February and March 2023) Review of Productivity in Policing Update - (Action Owner: Sir Stephen House and Alan Pughsley):**

**Action 1:** Provisional review of final report for the review will be brought back to the July CCC meeting for discussion before final publication expected in September 23 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.

**Response** – An extraordinary CCC meeting is planned for the 13 September 2023.

#### **1.5: Session 1 (March 2023) National ESN Chief Officer Lead Role - (Action Owner: NPCC Hub):**

**Action 1:** An advert for the role would be circulated to all chiefs to apply via ChiefsNet.

**Response** – Advert has been circulated twice via ChiefsNet and e-mail to all Chief Constables and Deputy Chief Constables. Update to be provided under session one at the May CCC meeting.

#### **1.6: Session 1 (March 2023) Crime/Incident Recording and Counting Rules - (Action Owner: Chris Rowley):**

**Action 1:** Home Office Counting Rules update from the Minister would be shared with chiefs once signed off.

**Response** – Update will be provided at CCC on the latest position.

**1.7 : Session 4 (March 2023) Local Policing Coordination Committee - Right Care, Right Person (RCRP) - (Action Owner: Rachel Bacon):**

**Action 1:** Development of the National Partnership agreement for smarter practice and RCRP toolkit will be shared with all chiefs once approved by the Minister – planned between May-June 23.

**Response** – Update will be provided at CCC on the latest position.

**Response** – Update will be provided at CCC on the latest position.

**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 and recent retirements of chief constables.

- The Chair congratulated Michelle Skeer and Lee Freeman whose appointments to HMICFRS have been announced and expressed a big thank you for all their hard work in respect of CCC and the NPCC Committee and Portfolio work.
- Russ Foster was also congratulated on his appointment to Chief Constable.
- The post of Chair to the NPCC Performance Sub Committee is to be handed over to Jeremy Vaughan.
- There have been two expressions of interest for the Vice Chair role which will go out to a vote.
- The Emergency Services Network (ESN) role, which has been broadened from a Chief Constable to a Deputy Chief Constable role remains vacant. There is a team to support this national work for whoever takes on this role.

## **Chair's Update**

### **Anti-Corruption Abuse Line:**

An update was provided around procurement in respect of the anti-corruption abuse line. At the last CCC meeting there was a paper regarding whether a direct award was a possibility or whether this would need to go out to market. With the help of Bluelight Commercial, legal advice has now been sought and a tender exercise will need to be conducted. This will go out within the next couple of weeks and forces will be updated on any outcomes and agreement will be sought on costs etc.

**Decision:** Chiefs noted the update.

### **Productivity Review Update:**

The report is due to the Home Secretary on 29/09 and everything is on target for this. There will be some interim documentation with the Minister and Home Office officials by the end of June/beginning of July.

The reporting/findings will be shared with forces, but it is a direct report to the Home Secretary, so it is shared in confidence. The Productivity Review Team are keen to ensure that Chief Officers ideas/thoughts and input are captured in the final product.

The various force visits have gone well, noticing the brilliant work across all areas of policing and thanks were expressed to all the forces for their support with this.

One of the tools being developed is the Model Process Build and a thank you was expressed to the six forces involved with this work. This tool is being designed to inform forces on how well they are doing based on performance and cost data and will be demonstrated to them with real data from the six forces, when ready. There are three crime types which are burglary dwelling, domestic abuse, and anti-social behaviour. A thank you was also expressed to the help and support of the national leads with this.

On Page 1 there is a marriage of cost verses performance in a 2x2 infographic graph which is very informative. On Page 3 there is a box which says how well forces are doing but with some suggestions of things forces could consider trying. It is a conceptual design model which is still being built by Price Waterhouse Coopers (PwC).

The Workforce Committee has been exceptionally good in supporting the Productivity Review Team. There has been initial work conducted for the Team relating to the 20,000 Uplift programme. They have also been asked to look at this in more detail and to look at what the benefits are from the 20,000 Uplift which has been separated into three main headlines to look at this in more depth as requested by the Home Office.

- How are forces deploying?
- How are forces managing?
- Output verses officer capacity.

There will also be enlisting the help of the Workforce Committee around sickness. There is a big disparity between one force and another in sickness numbers.

The position with Home Office Counting Rules was also discussed. Part 1 which has been in the media with the question from the Minister around how many hours could and should be saved if the administrative elements / the duplication of Home Office Counting Rules part 1 is reduced. The point has been stressed that the reduction will not result in any reduction in the level of service that a victim would receive.

Part 2 will follow. Op Soteria is heavily involved in that work, child sexual abuse independent findings, the simplification of sex classification, creating other elements in terms of simplification and non-duplication.

If there are substantial productivity gains, then these areas will be quantified to see what could be/ should be done more efficiently and effectively in police time.

Mental Health – Right Care /Right Person approach. It was commented on that the lead on this will be able to provide a brief at CCC on what partnership agreements may or may not look like with ministers between health and policing. It is due to be signed. Chief Officers will welcome the ability to hold partners to account to deliver their parts of the business.

Technology strand – There is a draft report for finalising and then linking in with the Productivity Team trying to unleash productivity with better use of technology at a macro and micro level. There is a workshop around funding and the treasury. The principle is that policing gets into a stronger position when and if applications for fundings go into policing in the future.

There is an endowment idea (from education and health) and much of it is what works in the College of Policing. They will be making a recommendation on this.

Some of the points raised by the Chief Officers in response to the update were that capability of staff is an issue. When recruiting new staff, they will initially lack the wealth of experience that the longer serving officers have and it may take a few years for them to develop their full skills before becoming experienced officers. The need to cost things out clearly on the model build with the ability to prioritise costs verses the various outcomes.

There was concern expressed around the narrative which could potentially come out of the review and the Chair proposed setting up a group to look at how Chief Officers might respond to the findings. What are going to be the 3 or 4 punch line points for the public in relation to the point?

There is the need to talk about the impact of that saving and additionality of time and how we can use that to make things better for the public by keeping them safer. There are only about 270 studies on cost benefit analysis in policing compared to 10,000 in education and 27,000 in health.

Chief Officers are keen for any savings/additionality of time to be invested back into policing and to be used in a productive and meaningful way and one that demonstrates a high-quality service to the public.

**Action:** Chiefs were encouraged to provide NSIR feedback to the lead to ensure this is captured.

**Action:** Cost benefit analysis study with the national prevention coordination committee to be shared with the productivity review team.

**Action:** Review team to present an update on progress at the July CCC meeting and response to be presented in the meeting on capacity and capability discussion.

**Decision:** Chiefs noted the discussions and agreed to host an extraordinary CCC meeting on the 13 September to talk through the Productivity Review before final submission to the Home Secretary.

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

The Chair's objectives have been circulated for his term of office. Forces are encouraged to look at the objectives and give feedback. There have been returns received from eight forces so far.

One of the items for AOB is to look at how CCC is run currently. Looking at the decision-making process, how there can be more debate and making use of technology such as MS Teams to do online voting poles.

**Action:** Chiefs were encouraged to give feedback on objectives shared on ChiefsNet.

### **Agenda for reform.**

Colleagues have been coming forward with views on how to get back on the front foot with policing. The Chair is working on Version 3 of a document which is hoped to be circulated next week.

There are four key areas to focus on:

- What do forces need to do to improve **effectiveness** and get back the relevance to the communities they serve? Greater capacity needs to be put into areas like Neighbourhood policing, fraud, and cyber, public protection.
- **Workforce** – how do we get beyond seeing police officer numbers as a measure of success in policing? There is the importance of specialist staff roles and recognizing the critical specialist staff roles such as responding to forensic scenes etc. How do we secure competitive pay and conditions and start to restore pride in the workforce?
- The above two areas of focus should aid with the **Rebuilding of trust and confidence** in policing communities.
- **Science and technology** – This is about exploiting the full potential of UK policing. How can we attract investment and work better across the system and build resilient investment for the future. The Chair commented that feedback suggests that colleagues see limited value in the one-page document summary requested by the Home Office.

The Chair provided an update on recent round table discussions. There was one on actionable evidence which is still ongoing and there will be a re-group.

There was also a round table on facial recognition. There is also Strategic change and Investment board and there has been some progress in Science and Technology investments.

The Chief Scientific Advisor provided an update on his meeting with the Minister and the five priorities: Automatic redaction, robotic process automation, investment, an evaluation base so can make sensible evidence-based decisions and work around unmanned aerial vehicles.

The Chair commented on the meeting on Soteria. Moving to year 3 implementation and roll out. There was a discussion on the Kings Coronation medals and coins and a poll has gone out to see if forces want to issue coins for police staff as was the case for the Jubilee. There was the view expressed that an equality impact assessment should be conducted with whatever decision is made and the five year threshold disadvantages women and ethnic minorities. It was pointed out that the wording does not refer to officers so on that basis could potentially be awarded to staff.

**Action:** Following the discussion and poll presented the NPCC Team will capture the result of the vote and the additional suggestions provided with a view to updating chiefs further at the July CCC meeting.

### **Update on Funding for the Hub:**

The review of the Hub's current services and functions provided is now being completed. They have taken into account the Chief Officer survey results, an independent review of the NPCC Op Model, consultation with the Hub leadership and the changes that have occurred since the original design of the model.

The results of this review have resulted in some benefits to be included in this year's business plan which are improving further the cross-committee coordination and simplification of the portfolio landscape. Prioritisation of work for the hub and committees, further improving and awareness of access to the hub and its services, strengthening internal comms.

The Review has shown that since the Hub there has been an increase in demand for support from the hub for new policing initiatives, Serious and Organised Crime (SOC) portfolio and Op Soteria.

They are currently finalising core narratives outlining the benefits the hub provides to support policing. The narrative is to show stakeholders that it is providing a service which supports policing. Conversations with the Home Office show support for the hub. The Chief Officer survey shows there is a preference for support for Home Office funding. They are working to develop a funding proposal which will be brought back to Council.

**Decision:** Chiefs agreed proposal paper to come back for discussion at the July CCC meeting.

### **Programme Leadership:**

An advert for expressions of interest for the new programme director has been circulated.

The Chair is keen to simplify the structure and governance of the programme, drawing together a group to look at this and get more emphasis on delivery and a clearer line between what is happening on a local level and to get greater visibility on this with the scrutiny board to gain their confidence. The Chair urged forces to share any work they may have to increase confidence in the overall programme. The next iteration of the plan is due to be circulated shortly.

### **Update on Data Wash:**

An update was provided on Phase 3 progress. All of the forces engaged with this got their data back by 31 March. For Home office forces, 42% of data has been initially reviewed and triaged which is ahead of schedule. The Non-Home Office forces and the NCA are at 38% but still ahead of schedule.

There are biweekly updates - some forces are flagging as red, but this is not currently a matter for concern at this stage as they are just getting teams stood up and moving staff into teams to review forces data. Once teams are online, they are moving through the data quickly.

There will be a Bi- monthly update into Association of Police and Crime Commissioners (APCC)/NPCC and Home Office giving high level data. There is lots of Home Office interest. There is a wider piece on integrity, but it will be high level.

The Freedom of Information (FOI) strategy has been published although they need to revisit and publish version 2 of that strategy.

Local FOI to link in with the national team. The following was updated on:

- Comms – 4 forces have completed phase 3.
- No internal and external messages to be put out until agreed timelines.
- Phase 3 – is due to be completed by 29<sup>th</sup> September.
- Phase 4 – research to be completed by 01/12.
- The publication date is January. Extraordinary CCC on phase 4 findings before publication strategy with Home Office and NPCC at the end of January. It will be national high level data bit not local force data. There will be FOI requests to get information from individual forces.
- There are seven learning points with data – 3 are how data is recorded into Police National Database (PND).

- Problems with data retrieval include: restricting access of logs, false positives and boiler plate text. They are working with the Home Office to try and resolve all seven points.

**Decision:** Version 2 of the FOIA strategy will be circulated to all chiefs and forces.

**Decision:** Timeline on forces completion for phase 3 and 4 will be circulated with agreed publication in January 2024.

**Decision:** Chiefs agreed to hold an extraordinary CCC meeting on the 16 January 2024 to discuss findings.

### **Home Office One Page Summaries**

**Decision:** Chiefs noted the update.

### **NPCC Vice Chair Role**

**Action:** Vote with both manifestoes will be circulated to all chiefs.

### **Recent Round Tables (including Actionable Evidence and Facial Recognition)**

**Decision:** Chiefs noted the update.

**Decision:** Update following the roundtables will be circulated to chiefs from the Home Office.

**Action:** Updates on VAWG and Op Soteria will be presented at the next all chief officers day on the 15 June.

### **Kings Coronation Coins**

**Decision:** Next steps – due to the number of forces wanting to pursue the central procurement option it is likely the NPCC will need to run a tender process to understand full costs and the ability of organisations to provide the required number of coins. Before any decisions are made forces will be fully informed to enable decision making and commitment to purchasing the Coronation Coin.

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

### **National ESN Role**

**Action:** The Chair encouraged all chiefs to apply for the role and the advert would be re-circulated.

### **Police Race Action Plan (PRAP) Update**

**Decision:** Chiefs noted and supported the following from the paper:

- a) Chiefs noted the postponement of the revised plan – A revised communications timeline will follow in due cause.
- b) Chiefs noted the retirement of DCC Tyron Joyce.
- c) Chiefs supported the Workstream 1 / NBPA survey for circulation.

**Action:** Programme director advert as above will be circulated to all chief officers to apply.

**Decision:** Programme team will report back to CCC in July setting out a proposal for the future structure and governance of the programme.

**Decision:** Programme team will pull together a group to review activity in different force environments which the team can then provide supporting to chiefs on positive action and next steps with an opportunity to provide a balance of all views.

### **Regional Papers**

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

#### **Airport Commanders Policing Professional Profile**

**Decision:** Chiefs noted the contents of the paper and supported the requirements of the Airport Commanders PPP and associated mandated courses.

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

**Decision:** Chiefs noted the update

#### **Protected Characteristics Operational Recording Data Standard**

**Action:** The lead should respond to the North East and South East regional comments.

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

- Chiefs agreed the Protected Characteristic Data Standard becomes a standard within the NPCC Data Quality Catalogue.
- Chiefs agreed the ownership of the Protected Characteristic Data Standard will sit with the Diversity, Equality and Inclusion (DEI) Coordination Committee and agreed the establishment of a Governance Group to have responsibility for ongoing review and amendment.

**Decision:** Chiefs noted the next steps required, and supported activity within their own forces.

#### **Operation Bridger National Service Delivery Improvement Recommendations**

**Action:** Lead to respond to the East Midlands and North East regional feedback.

**Decision:** Overall chiefs supported the revised guidance and implementation of the proposed new Operation Bridger Guidance & Minimum Standards 2023. However, requested further information be circulated on the Proportionality and expectation framework.

#### **JESIP Awareness Mandated Core Training**

**Action:** Lead to respond to the East Midlands and West Midlands regional feedback.

**Decision:** Chiefs supported the paper. However, it was agreed and noted that the collective impact on abstractions and resource requirements needs to be seen in totality.

**Decision:** Chiefs agreed with the recommendation from the paper but requested that the reality of capability and costs be factored in.

**Action:** 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.

## **First Aid Learning Programme**

**Action:** Lead to respond to the East Midlands and West Midlands regional feedback.

**Decision:** Chiefs supported the paper. However, it was agreed and noted that the collective impact on abstractions and resource requirements needs to be seen in totality.

**Decision:** Chiefs agreed with the recommendation in the paper but noted that the reality of capability and costs needs to be factored in.

**Action:** 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.

## **Session 2 – College of Policing Update**

Chief Executive Officer (CEO) of the College of Policing outlined the objectives for the session, which are:

- Leadership
- Entry routes into policing
- Vetting
- Training
- Non-Crime Hate Incidents

### **Leadership**

Update on leadership provided from the College of Policing Director of Workforce Development and focused on:

#### **Leadership Programmes for Sergeant and Inspectors**

- Leadership programmes for Sergeants and Inspectors are available for forces to deliver. There five forces delivering the leadership programme for Sergeants and three are delivering for Inspectors. Other forces are at differing stages of mapping across and developing programmes.
- Promotion process for Sergeants and Inspectors - linking these more closely to operational and leadership capability, more so than current processes.
- Highlighted there will be a focus on police leadership at the upcoming National Policing Board and informed. colleagues there may be an increased request for information around leadership programmes.

#### **Executive Leadership Programme**

- In force selection panels have taken place and following ratification panel all supported candidates have been allocated a place on cohort one.
- Before process begins for cohort two, all Chiefs will be surveyed and asked for feedback on the process.
- Cohort one overview of candidates:
- 97 applications.
- 77 met standard and supported by forces.
- 18 females and 6 ethnic minority candidates.
- 36 applicants temporary ACC/Commander rank.
  - In comparison to Police National Assessment Centre, percentage of female candidates against the total is lower, but number on programme match highest number on Strategic Command Course (SCC). In terms of ethnic minority candidates, the number is higher than seen on SCC.

### **Entry routes into policing**

An update was given on the fourth entry route into policing, focused on the following points:

- The timeline of key milestones was shared with Chiefs:
  - a) May 2023 - initial scoping of model.
  - b) June 2023 - development of programme specification and quality assurance.
  - c) September 2023 - first version of programme specification approved and shared with forces, develop quality assurance schedule, and engage with forces on take up of the new entry route.
- Highlighted the College of Policing is continuing to work towards being able to provide a full financial breakdown of costs and will provide this in due course.

- Consideration is being given to providing entry routes for specialisms.

Chief Constables raised the following points:

- Important for forces to be able to prioritise specific entry routes dependent on specific requirements.
- Thanked the College of Policing for the work to date and ability to work at pace.

## **Vetting**

Update given by the CEO of the College of Policing:

- The Code of Practice for Vetting developed and has been agreed by the College of Policing Board.
- The Code of Practice is now with the Home Secretary for approval.
- Updated Authorised Professional Practice will be updated in the summer 2023.
- College of Policing position remains any person unable to hold vetting clearance should be dismissed from policing.
- College of Policing position supported by legal advice.
- College of Policing are recruiting a licensing team, who will be in place at the end of the calendar year, with a number of roles including introducing training for all vetting departments.

Chiefs made the following observations:

- Understand and support the view of the College of Policing. With a need to strengthen legislation.
- Would like to understand the collective Police Federation position and have sight of legal advice.

## **Training**

Update given by the CEO of the College of Policing:

- Offered advice from College of Policing colleagues to help build flexibility in to mandated training requirements.
- An update on training requirements was given, highlighting perceived and actual increases in mandated hours.
- Assured Chiefs the College of Policing understands the numerous factors involved when stipulating mandated training hours.
- Discussion held regarding Police Officer Safety Training which included the required hours, Instructor to student ratio and flexibility to delivery of training.

Chiefs outlined:

- understand the need for training, minimum hours but stated there is a degree of flexibility which gives consideration to time and cost.
- Need upon all portfolios to seek advice from Finance Committee prior to requesting implementation of further mandated training.

## **Non-Crime Hate Incidents (NCHI)**

Update given by the CEO of the College of Policing:

- Code of practice on NCHI written and agreed by government.
- New Authorised Professional Practice on NCHI will also be issued on the same date.
- Online briefing tool will be provided for forces to deliver to anyone who might be involved in the recording, response to or investigation to an NCHI.
- Aim to deliver online briefing tool by 26 May.

### **Leadership Deliverables for 23/24**

**Action:** Letter circulated on 23 May regarding the demographic breakdown of all who applied to the police leadership programme.

**Action:** Adverts for the executive leader's programme modules to help run these sessions to go out to all chiefs.

**Decision:** Chiefs were encouraged by the full support given by the Home Office and Home Secretary to improve and invest in leadership for the police service.

**Action:** Presentation of programme specification and quality assurance requirements on the new (non-degree) entry route will come back to the July CCC meeting.

### **Vetting**

**Decision:** Revised vetting Authorised Professional Practice (APP) being drafted now for consultation will be shared with chiefs in the summer for feedback.

**Action:** Consultation results for draft new code following public consultation (February 23) to be circulated to all chiefs.

**Decision:** Chiefs noted and supported the following next steps:

- Wide consultation has taken place on Code and there will be similar discussions about the contents of the revised APP.
- Staff associations (PFEW, PSA, CPOSA, Trade Unions) have been involved throughout – concerns about possible unintended consequences and 'two bites' are understood.
- College will seek to ensure vetting is delivered to a consistent, high standard through an accreditation/assurance process and improved training/Common Professional Development (CPD) for vetting staff.
- Expectation as part of vetting assurance that forces can demonstrate fairness, including transparent decisions and appeals.

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

### **JESIP Awareness Mandated Core Training and First Aid Learning Programme Training Abstractions – College of Policing Position following Regional Section Discussion**

**Decision:** College offered support to all chiefs and forces on how to build flexibility options into training requirements.

**Decision:** Agreed any future training proposals which are mandated should be costed with flexibility requirement approach factored in.

**Decision:** College to work with People Portfolio to scope training requirements, including considering totalising the investment required to skill people. This would inform future decisions on new training.

**Decision:** Lead to agree data requirements to evaluate JESIP and First aid core training in 6 months so that forces can start collating this from the start following the agreement to evaluate the data once available from forces.

### **Non-Crime Hate Incidents**

**Decision:** College published APP on 3 June to support operational uptake of the code.

**Decision:** Chiefs noted the e-briefing for forces will follow before the code comes into force. The briefing material was published on College Learn on 31 May.

### **Session 3 – Outlining Next Steps to Develop Options to Improve Digital Forensics**

Update provided by Deputy Director, National Police Capabilities Unit, on the Digital Forensic Data Collection Project. The Deputy Director first outlined the need for change and included:

- The Digital Forensic Data Collection Project was set up following a commission from the government.
- Extended following HMICFRS report into digital forensics which made clear there were significant challenges within policing, and they needed to be grasped as quickly as possible.
- The type, nature and volume of digital evidence is changing and increasing.
- Currently a varied approach to service delivery from forces.
- Numerous challenges facing forces were outlined including inefficiencies, limited direction, infrastructure, and lack of progression for individuals.

The Deputy Director then outlined next steps, these are:

- Define where we need to go.
- Determine options to get there.
- Agree supporting measures.
- Attending Strategic Change and Investment board and setting out priorities for invitation and setting out rationale why Digital Forensics should be prioritised and an area for investment.

The NPCC Forensic Portfolio Lead reassured Chiefs the portfolio has been heavily involved with the Home Office in this work and are fully engaged. It was also reiterated all forces are represented through a number of advisory groups.

Chiefs raised the following points:

- Challenge ourselves around performance framework and not only address issues faced with now but link into productivity work.
- Many of the issues faced are due to funding and a robust package needs to be in place to improve this work nationally.
- Important the work is carried out across committees to bring a wide range of thoughts, ideas and skills.

**Decision:** Chiefs noted the update and provided feedback on the findings and plans presented in the meeting.

**Decision:** Chiefs noted and supported the following from the paper:

- Noted the initial assessment of a case for change across the digital forensics landscape.

- Supported the next phase of work by ensuring continued engagement from forces as we work with policing to develop options to improve digital forensics.

**Decision:** Chiefs welcomed and noted that the College have produced 6 new professional profiles to inform the new digital curriculum and will develop the content for delivery through this year. This includes a career pathway for specialists.

**Decision:** Chiefs agreed that digital forensics needs a holistic approach across all digital investigations and intelligence assets to deliver on investigations.

**Action:** Home Office team to link in to feature this in the police productivity review.

#### **Session 4 – Operations Coordination Committee**

The Chair of the committee introduced the session and advised that updates would be provided on current work ongoing within the Operations Coordination Committee and he gave an overview of the areas due to be covered.

The Chair thanked CC Nick Adderley for taking on the role of NPCC Aviation Portfolio Lead and thanked CC Rod Hansen for his hard work on the portfolio in recent years. It remained a challenging portfolio and the Chair advised that an update would be brought to the July CCC meeting which would include an update on the drones portfolio.

An awards ceremony had been held to recognise those who had supported the Operations Committee across the length and breadth of the country – the event recognised the amount of work undertaken by colleagues, which was very much appreciated. This included the significant support provided by both the College of Policing and NPoCC – The Chair commended ACC Owen Weatherill for his leadership in particular during the policing response to Covid, Op Bridges and COP26.

#### **Public Order and Protests (NPOPS) Update**

The lead introduced the item and reiterated his thanks to all public order commanders and officers and asked the Chief Officer colleagues to continue to support these officers and the important work they do. The lead highlighted some of the varied work undertaken within the NPOPS portfolio including by the football liaison team, training tactics working group, regional mobilisation leads and NPoCC.

The lead provided an update on the Public Order Act 2023 and advised that policing continued to stress the need for the retention of operational independence whilst recognising it was for Parliament to make the law. The lead provided an overview of the Act which had received Royal Assent on 2<sup>nd</sup> May 2023 and the following areas were included in the update:

- An overview of the sections of the Act that policing had feedback would be useful to include (the offence of locking on and going equipped to lock on, interference with key national infrastructure, section 15 to ensure consistency for BTP and Commanders/ACC to apply conditions and the meaning of serious disruption).
- An overview of the operational progression of the Public Order Act and how policing delivered on this to ensure this was in place as soon as possible which had required a significant amount of work to ensure quality guidance and support was available to staff.
- An overview of the areas of legislation awaiting commencement which included tunnelling, stop and search powers and serious disruption prevention orders.
- An update on Continuous Professional Development activity and events that have been undertaken or soon to take place.

- An overview of the Strategic Policing Requirement; extension of capabilities, building the capacity, ensuring consistency of standards and interoperability and building collaboration.
- An overview of level 2 and protest removal team regional capability and capacity.
- An update on 'Call to Action' and the desire for further testing on this capability.

Chief Constables raised the following issues:

- Comment on the use of Section 2 powers and highlighting that this is not a London centric challenge so this area will require support and guidance as it will impact on staff across the UK.
- Request for Chief Constables to engage with SIB as early as possible as they can provide useful inputs around the wider picture and cascade fast time learning.
- Update on the debate ongoing around the intelligence picture and areas of domestic extremism.
- Comment on the accumulative impact of training and CPD – work is undertaken on a regional basis so that there is an understanding of any gaps to ensure sufficient contingency plans and succession planning.

### **Roads Policing**

The lead introduced the item and updated on the national roads policing strategy. The lead provided an overview of the organisational support structure that was available to the roads policing portfolio which included some staff funded through external budgets as well as the Chief officer leads who led on a variety of areas including vehicle recovery, police pursuits, motorcycles and police driving.

The lead highlighted the analytical support which led on the data provision that supported roads policing and outlined some of the challenges experienced within this arena due to disparate and inconsistent data. The portfolio were working hard to establish a data hub on road safety to work with partners to better understand the required drivers in order to reduce KSIs. The lead advised of the high level of interest from local communities in issues such as speeding, e-scooters and parking issues which also generated political interest and there was a very positive relationship with the Roads Minister which helped to evidence some of the challenges being seen across the portfolio. There had recently been a change in the PCC Lead which was now the PCC for Surrey Police.

The lead provided an overview of the national roads policing board which brought together portfolio leads and partners and also linked in with regional force Specific Point of Contact (SPOCs). This board worked well with a healthy flow of information and the lead passed on her thanks to the SPOCs for their level of engagement with the board. The lead advised that she was the policing representative on the roads safety trust which was the grant giving committee (an independent charity) which allocated the profit arising from speeding tickets and considered where best to invest this funding in order to drive down KSIs on the UK's roads. The lead advised that some refreshed information will be shared to forces to encourage bids for this funding to ensure appropriate use.

The lead highlighted some key areas of impacting on the roads policing portfolio:

- Significant increase in drug driving as well as some of the challenges in this area around bail conditions and removal of driving licenses pending toxicology results.
- E-scooters and work to identify principles around their use.
- Electric vehicles and significant challenges around recovery, storage and disposal and associated insurance issues due to the increased fire risk.
- Update on PenTIP.
- Police driving and associated sensitivities.
- Abnormal loads and an update on some areas of disparate practice and the associated lobbying that is ongoing from some stakeholders.

Chief Constables raised the issue of E-scooters and whether the KSI data is yet reflective of the increased use particularly as a crime enabler and how associated issues can be tackled locally due to the delay in any legislation around their use.

### **Manchester Arena Inquiry**

The lead introduced the item and provided an overview of the activity undertaken to respond to the Manchester Arena Inquiry. The following areas were covered in the update:

- An update from the ministerial board held on 25 April with ministers and representatives from policing and partner agencies – this board would be convened regularly to manage the implementation of recommendations across the tri services and wider partnerships. Ministers gave a clear indication for assurance activity and spot checking to take place as soon as possible and the lead updated on plans for some phased approaches to assurance due to the embedding and development of products.
- Joint emergency strategic group which will report into the JESIP Board and then onto the ministerial board.
- Update on 2<sup>nd</sup> Inquiry milestone and future requirements for witness evidence. Once the witness statements had been shared with the Inquiry at the next hearing and published on the inquiry website – these will be shared with NPCC colleagues. The hearing will be publicly streamed and there is a clear communications plan managed by a dedicated comms lead.
- All monitored recommendations have nominated owners and all non-monitored recommendations have now been allocated clear owners. Engagement has also been ongoing with portfolio areas (including finance, workforce and L&D) to ensure all implications are considered. The next strategic board will undertake a review of all monitored recommendations to assess if they are ready to be signed off/are work ongoing or can have an agreed NPCC position. An update will be given to a future CCC meeting via the Operations Coordination Committee.
- Update on College Coordinator with some seconded and working group support provided to assist.
- Update on JESIP embedding and assurance programme and some of the challenges around tri service assurance and capacity.
- Update on embedding the JESIP Response Policing week of action.

The national CT lead updated that work was ongoing in Counter Terrorism Policing (CTP) to explore how much testing and exercising can contribute to assurance and confidence levels including consideration of any associated products that may assist. Significant activity continued around volume 1 actions which focused on protective security and planning at the arena with a Home Affairs Select Committee (HASC) hearing scheduled in June. Volume 3 reported at the start of March with the majority of recommendations falling to CTP and the Security Services.

The chair thanked colleagues for their work and support in this area.

### **Armed Policing Update**

The lead introduced the update and provided an overview of key updates within the armed portfolio and the following areas were highlighted:

- The armed policing portfolio benefitted from a code of practice and the College of Policing licensing regime. The APP was well established and subject to regular review as a result of public inquiries, inquests and Independent Office for Police Complaints (IOPC) reviews etc which enabled learning to be fed back into the guidance along with the national police firearms training curriculum which

ensured the adoption of national standards. This helped to deliver a reasonable level of cross boundary operational interoperability in terms of tactic and command.

- There were approx. 9,000 firearms officers across home office and non-home office forces. The CTSFO network was in good health and was delivering some great work including the new responsibility for dynamic searches.
- Update on portfolio uplift and additional funding provided by Her Majesty's Government (HMG) which was now embedded across the portfolio.
- Update on work ongoing around diversity, equality and inclusion including activity to improve and increase representation with work ongoing around kit, equipment, training and culture to attract a diverse workforce.
- Update on ARV CBRN and work ongoing around upgrades to the ARV capability to ensure it can operate in a CBRN environment – this went live in April with some forces working through challenges on kit and airwave capability.
- Update on Equality Impact Assessment (EIA) around officers with beards and impact on protected characteristics.
- Update on post incident procedures and recent inquiry findings.
- Update on recent HMICFRS inspection which was very positive and some arising recommendations around internal engagement between national/regional and force leads.

### **Introduction**

**Decision:** Chiefs noted the update that CC Adderley would become the national lead for the Aviation portfolio.

**Action:** Aviation-Air Support/NPAS and Drones update will be presented at the July CCC meeting.

**Decision:** Update on NPoCC commander role will be circulate to all chiefs once approved.

### **Public Order and Protests**

**Decision:** Updated APP and Protest operational advice document will be released in June to all forces.

**Decision:** Paper to come back on Accreditation process for gold commanders through the CCC regional process for chiefs to feedback on.

**Decision:** Chiefs agreed to work with the lead on testing mobilisation in the summer with all forces.

**Decision:** Chiefs noted the update.

### **Roads Policing**

**Action:** Letter covering industrial roads policing work will come out to all chiefs.

**Action:** Latest Op Opal update will be circulated to all chiefs.

**Decision:** Chiefs noted the update.

### **Manchester Arena Inquiry**

**Action:** Team will circulate update on 2<sup>nd</sup> phase inquiry milestones and witness evidence to chiefs on ChiefsNet.

**Decision:** Chiefs noted and supported the dedicated comms officer from the NPCC to support on the development of products.

**Decision:** Chiefs supported the update on JESIP embedding and assurance programme and with placing this into the response for the policing week of action going forwards.

**Decision:** Chiefs supported the circulation of training products on ChiefsNet.

**Decision:** Chiefs noted the team will present on the inquiry at the next all chief officers day on the 15 June 2023.

**Decision:** Chiefs noted that Council will receive future updates on recommendations and implementations.

### **Armed Policing**

**Decision:** Chiefs noted the update.

### **Session 5 – Home Office, APCC and NPCC Financial Data Gathering Survey**

The chair of the finance coordination committee outlined the scope of the survey and stated that it was undertaken in partnership with the Home Office and highlighted that 42 of the 43 forces responded, meaning that it was the most detailed and comprehensive survey and that it took a forward look at the challenges to be faced in the next two to three years. It also provided a good base for evidence and will be central to the discussions with the Home Office who, in turn, will inform the Treasury of the financial pressures on the Service.

The lead gave the NPCC Finance Update presentation, which was a high level summary of the state of Finance at both individual and force level. The following areas were highlighted that were not covered in the slides:

- The survey will be important for use in debates around pay, additional grant monies and any comprehensive spending review.
- The results showed a predicted loss of police staff jobs and also highlighted that there has been a clear increase in the police staff vacancy rate, which is masking a truer picture of job losses. In simple terms, half of the budget is spent on Police Officer pay, a quarter on Police Staff pay and the rest goes on 3<sup>rd</sup> Party spend with 70% of that being contractual in nature, primarily for ICT. Therefore, there is not a lot of scope for cashable savings.
- Most forces are budgeting for 2-3% pay increases in 2023/24, with an average across forces of 2.7%. It was explained that the pay budget across Officers and Staff is £13bn (£8bn for officers and just over £4bn for staff), which meant that a 1% pay rise would equate to approximately an extra £130m for colleagues to find collectively in a full year and just over £65m in a partial pay year.
- Comment was made that a lot of forces are assuming a higher level of vacancies that reflected two main factors: a difficult recruitment market and also a desire to run with vacancies in order to generate savings. If the vacancy rates were to reduce, this would represent budgetary growth that would be difficult to fund. Therefore, most forces are budgeting for a vacancy rate of anywhere between 6-8%. It was explained that if you are running with a high vacancy rate, the expectation is that those jobs will be vacant for the best part of a year before they can be filled, and this may impact service delivery.

- In terms of reserves, once spent, there is little chance of them being significantly replenished. The powers of the External Auditors were also highlighted as they can recommend that a PCC strengthens their balance sheet by increasing the level of reserves and. If this should happen, it would be very difficult to avoid the action recommended by the External Auditors.
- Debt is being used to fund short life assets, meaning that the money has to be paid back during the lifespan of the asset, which presents a risk in that the repayments can increase in both speed and amount.
- Next steps for Risk and Resilience will be to identify as a service the best indicators for both categories, what they look like collectively, where we have been and where we are headed. This will provide a powerful narrative to share with Home Office colleagues when it comes to any further requests for funding.

Chiefs asked for confirmation of the government's assumption that the service can carry 3.5%. The chair confirmed that this was the position they took to PRRB and also what was repeated back to him. The lead was also in agreement but stated that, during the session with the PRRB, anything over 2% should be fully funded.

Chiefs felt that some stress test modelling was needed to be done in terms of risk and resilience to see what would happen if a larger percentage was assumed. The lead stated that this would be covered further in the NPCC Finance Committee on 8<sup>th</sup> June.

Chiefs asked, in relation to the Risk and Resilience Grid, if any consideration had been given to overlaying the latest stage of IC Gradings, the Homicide Data and, perhaps, the Cambridge Crime Harm Index in order to allow us to articulate the impacts before the government makes any decisions, particularly as this is likely to be the last financial bid before the next general election? The chair stated that they would be looking to overlay performance and HMI data in the next phase, but the suggestions were certainly good ones. The NPCC Chair added that he had written to the Chair of HMICFRS last week, as he is aware that the Chair is finalising his state of policing report, to try and get this reflected in the report.

Chiefs asked how does the low resilience element links with the funding formula discussion re grant v precept contributions. The Chair answered that the consultation on the formula is currently with the minister. Once it is agreed and released, it will be fed into the review at the right time.

The Chair for NPCC Performance Management Coordination Committee (PMCC) offered his assistance in working with the finance chair point of view and clarified that, in terms of the HMICFRS reports, they could be overlaid but some of them are not particularly timely. However, they can try a number of issues to clarify their position.

Chiefs added, as a final comment, that there is a cash deficit of approximately £3bn in police funding and the actions that forces are taking of budget cuts, use of reserves and taking on debt are not sustainable.

In closing, The NPCC chair thanked the team and wondered whether a one page summary of what was discussed could be made available for colleagues to help inform them in discussions. The finance chair replied that this could be done quickly and then sent out with the slides so that we can get control from day one.

**Decision:** Chiefs noted the overview of results and welcomed the discussion with the national lead.

**Action:** Lead would share slides with one page summary of key headlines following the meeting to all chiefs.

**Decision:** Chiefs requested their forces position on the risk v resilience matrix and agreed to send their respective chief finance officers to the next Finance coordination committee meeting on the 9 June to collate this information.

## **Session 6 – Implementation approach to Incorporate National Police Data Transparency Strategy Resources**

**Decision:** Chiefs agreed and supported the following from the paper:

- Agreed that a hybrid approach should be taken identifying technological requirements for [police.uk/data.police.uk](https://police.uk/data.police.uk).
- Agreed for a Digital Public Contact Business Analyst to be assigned to supporting the development of requirements working and that strategic leads for the data engage with them for this undertaking.
- Agreed that the prioritisation for implementation be based on improving public confidence as the primary factor and a reduction in FOIs as the secondary benefit.
- Agreed the proposed changes to the Terms of Reference for the Data Transparency Publication Group acknowledging role the group will play in capturing requirements and facilitating the implementation of the National Police Data Transparency Strategy.

### **Any other Business**

#### **Future Chief Constables' Council Meeting Changes**

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

The next full CCC meeting will be held on **19-20 July 2023**.