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Chief Constables' Council Minutes

29-30 March 2023

Attendees

AC Martin Hewitt	NPCC Chair
CC Sarah Crew	Avon and Somerset
CC Trevor Rodenhurst	Bedfordshire
CC Nick Dean	Cambridgeshire
CC Mark Roberts	Cheshire
Cmsr Angela McLaren	City of London
CC Mark Webster	Cleveland
CC Michelle Skeer	Cumbria
CC Rachel Swann	Derbyshire Constabulary
DCC Jim Colwill	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
CC Stephen Watson	Greater Manchester
CC Pam Kelly	Gwent
CC Scott Chilton	Hampshire
CC Charlie Hall	Hertfordshire
CC Lee Freeman	Humberside
CC Tim Smith	Kent
CC Chris Rowley	Lancashire
DCC David Sandall	Leicestershire
CC Chris Haward	Lincolnshire
CC Serena Kennedy	Merseyside
AC Nick Ephgrave	Metropolitan Police Service
AC Matt Jukes	Metropolitan Police Service
AC Louisa Rolfe	Metropolitan Police Service
CC Amanda Blakeman	North Wales
CC Paul Sanford	Norfolk Constabulary
A/CC Paul Gibson	Northamptonshire
DCC Steven Cooper	Nottinghamshire
DCC Debbie Ford	Northumbria
CC Lisa Winward	North Yorkshire
Sir Iain Livingstone	Police Scotland
ACC Alan Todd	Police Service for Northern Ireland
CC James Vaughan	South Wales
CC Lauren Poultney	South Yorkshire
CC Chris Noble	Staffordshire
Eamonn Bridger	Suffolk
CC Gavin Stephens	Surrey
CC Jo Shiner	Sussex
DCC Jason Hogg	Thames Valley
CC Debra Tedds	Warwickshire
CC Pippa Mills	West Mercia
CC Craig Guildford	West Midlands
CC John Robins	West Yorkshire
Keir Pritchard	Wiltshire
Catherine Roper	Wiltshire
Steff Sharp	British Transport Police
CC Simon Chesterman	Civil Nuclear Constabulary
CEO Andy Marsh	College of Policing
DG Graeme Biggar	National Crime Agency
Brigadier Vivienne Buck	Royal Military Police

Wg Cmdr Mike Dixon
Wg Cmdr Nicholas Card
Cmdr Dean Oakley
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

Rt Hon Chris Philip MP
Act Exec Dir Yvonne Cooke
DCC Janette McCormick
DCC Vicki Evans
Professor Paul Taylor
Abimbola Johnson
AC Stephen Jupp
DCC Simon Megicks
Supt Antony Josephs
HMI Andy Cooke
Suzette Allcorn
Rachel Tuffin
Roisha Hughes
Tom Whiting
Lianne Deeming
DCC Tyron Joyce
DCC Maggie Blyth
ACC Owen Weatherill
Gemma Stannard
Hannah Hart
Richard Hampson
Anil Mander
Mark O'Donoghue
Fi Greenlees
Sherry Traquair
Andy Begent
Kelly Navarra-Lee
Chloe Butcher
Vicky Reay
Alan Woods
Angela Connolly
Mark Farey
Cathy Willis

Minister of State for Crime, Policing and Fire
Garda Police
Operation Uplift
NPCC Manchester Arena Inquiry – NPCC Ops Committee
NPCC Chief Scientific Officer Policing
Independent Scrutiny Oversight Board (ISOB) Chair
Serious and Organised Crime Lead
Digital Public Contact
Digital Public Contact
HMI – HMICFRS
HMICFRS
College of Policing
NPCC Review of Productivity in Policing Team
Director General - IOPC
CEO BlueLight Commercial
Police Race Action Plan Lead
NPCC Violence Against Women and Girls Lead
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 Deputy Business Support Lead
NPCC Strategy, Planning and Performance Team
NPCC Business Support Officer
NPCC Deputy Communications Lead
NPCC Business Support Lead
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: February 2023 – Agreed

Action Log

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

Action 1: 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.

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 Chiefs' Council meeting in March. Work ongoing and on track for submission to a future Chiefs' Council meeting.

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

Action 1: 10 Perianal problems in policing associated with leadership work will be published in April and shared on ChiefsNet by the College.

Response – Work will be published in April to all chiefs and is progressing for publication.

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

Response – Item will be discussed in March Chiefs' Council but overall proposal with potential options is on track to be presented at the July Chiefs' Council meeting.

Session 6 (February 2023) Review of Productivity in Policing Update - (Action Owner: Sir Stephen House):

Action 1: Provisional review of final report for the review will be brought back to the July Chiefs' Council meeting for discussion before final publication expected in September 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 update will be given in the session on day 2 of the March Chiefs' Council meeting. Final report for review on track to be brought back to the July Chiefs' Council meeting.

Session 7 (February 2023) Crime Coordination Committee Update - HMICFRS Recommendation on the Police Response to Cybercrime - (Action Owner: Louisa Rolfe):

Action 1: Mick Creedon report is finished and has been accepted by the Home Secretary. Lead is happy with the recommendations for the NPCC and Chiefs and through the national group will be coordinated. Once amendments have been completed to the executive summary this will be circulated to all chiefs.

Response – Update to be provided at the March Chiefs' Council meeting.

Session 11 (February 2023) Actions on the Outcome of Carrick - Vetting, Misconduct and Counter Corruption Update - (Action Owner: NPCC Chair):

Action 1: NPCC Chair to link in with CrimeStoppers and come back to chiefs on plan with any associated costs.

Response – This work is continuing to progress. The NPCC Chair and team with Phil Goulding had a meeting with Crimestoppers and have asked for clarification on specific points. They will go back to amend their business case and it is likely this will be presented to Chiefs Council in May.

Chair's Update

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

Parish Notices

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

- AC Nick Ephgrave last meeting in March at Council.
- CC Rob Nixon will become Chair of NPCC Criminal Justice Coordination Committee
- John Campbell last meeting in March at Council
- Jason Hogg becomes Chief Constable – Thames Valley Police from the 1st April.
- Kier Pritchard is now attending as his last Chiefs' Council meeting with the new Chief Constable of Wiltshire Police – CC Catherine Roper (first Council meeting)

Chair's Update

NPCC Strategic Hub Update:

Products have been produced from the Hub as a result of the Coordination Committee review. There has been extensive consultation with Committee Chairs and Coordinators.

Common ways of working, procedures and new processes and some new agreed roles and responsibilities have been created. The following were noted as next steps:

1. Coordination Committee toolkit to go live on Chiefs Net in April with a live pilot, with feedback required. It will help Chairs; portfolio leads and their staff to manage their committee landscape. There are some agreed processes to set up new, move existing and close groups in the landscape. Testing on this and feedback is sought. There is a process to set up a new Committee. There are definitions for NPCC structures, roles and responsibilities, for Chairs, leads, coordinators etc. All the forms and templates needed to support Committees are available in the toolkit.
2. Using modern technology there has been the creation of an NPCC Directory via Chiefs Net which forces can access and review so there is live time accurate information. Using Power BI, it is possible to produce management information around the structure of committees.

3. There is the creation of an induction pack for NPCC leads which will go live in April 2023 for feedback.

Benefits and Surveys

The benefits updates have been circulated via Chiefs Net and using Microsoft Sway to monitor engagement They have had in excess of 500 views.

The Annual survey of Chief Officers and partners has seen an increase in responses this year with 55 Chief Officers responding. The analysis is still ongoing. KPI for Home Office for grant award agreement have met KPI demands. There are 92% positive responses around Committees working towards the NPCC strategy, 86% positive responses about improvements in practices for Committees and 86% positive responses about collaboration and work with partners. The full survey report will be published and circulated to all in due course.

Sustainable Funding

There is around £2m funding which comes through the Section 22 agreement and a further £3.1m funding via a Home Office grant award agreement. The grant award agreement will not exist from 2024/2025. A new sustainable funding model for the NPCC hub is under review, looking at the current Hub structure, taking into account the Independent Review which was done last year and some priority-based budget work. The paper will present a refreshed model of what the Hub will deliver and what is needed but in a more effective and efficient way.

The next phase will be confirming the funding options and looking at what we will continue to get from the Section 22 agreement and other opportunities with the Home Office with the possibility of a blended model. There will be extensive stakeholder engagement with the Police and crime commissioners (PCCs), the Association Police Crime and Commissioners (APPCs), Home Office and forces. By September it is hoped that there will be an agreement on what the future funding arrangements will be and then build towards an Implementation plan for the outcome. To support this there is a sustainable funding steering group and a change and improvement board, with a timeline of May 2023 to collate the Hub refresh model and July 2023 to get a decision on the funding position along with the final outcome and funding model by September 2023.

The results of the survey on where funding should come from was as follows:

- 58% thought funded by Home Office
- 36% thought funding via a Hybrid model

There was a very low percentage suggesting a total force funded model or from other sources.

Decision: NPCC Committee Toolkit as a live pilot will be published on ChiefsNet to all chiefs in May. Once published chiefs were encouraged to provide responses.

Decision: The NPCC Leads List APP will be launched in May 2023 on ChiefsNet.

Decision: NPCC Induction pack will be launched on ChiefsNet in May 2023 on ChiefsNet.

Decision: Chiefs were encouraged to respond to the Survey on the NPCC Hub/Benefits and once complete a full report will be published on ChiefsNet.

Decision: Chiefs noted the following from the Hub Sustainable Funding update:

- Phase 1 – Completion by the end of May - Remodel of the Hub: ensure efficiency and effectiveness taking into account the Independent Review, priority based budgeting, surveys and benefits realisation.

- Phase 2 – Completion by the end of September - Confirmation of funding options and formal engagement with key stakeholders – CC, PCC, and HO. Secure formal agreement of funding decision
- Phase 3 – Completion by the end of September - Planning implementation of the agreed sustainable funding model. Reviewing the S22 arrangement as needed. Building cohesive governance and monitoring structures.

Committee Coordinators Planning Meeting Update:

There was a planning meeting for all Coordination Committee chairs and looking ahead for plans over the coming years. There was a discussion about the new Chair's priorities for his term of office.

Feedback is currently being collected in which this will be circulated in the next couple of weeks.

Linked into the discussion around trust and confidence, an agenda is being developed for reform and how to get the most effectiveness out of the uplift growth.

Decision: NPCC will look to circulate to all chiefs in the next couple of weeks the following documentation for review:

- Chair's Objectives
- Agenda for Reform

Action: Both items will be discussed in more detail at the May Chiefs' Council meeting.

Operating Budget Update:

At CCC in December the budget was reviewed and stands currently at £20.2m made up of National Revenue Expenditure (NRE) contributions. In December the budget was oversubscribed by £400k but this was dealt with by putting in place a 5% cap on reserves so this meant being underbudget for the year ahead but there may be some in year pressures which may cause challenges. This year's budget is sufficient, drawing from reserves and the 5% cap.

With the anticipation of inflation and pay award increases the operation budget has a funding gap in FY 2024-2025 of £676k. The Finance Committee want to avoid asking for an increase in NRE contributions and in the first instance want to take a more detailed look at the operating budget. The gap may increase depending on decision making around the hub, the forensic capability network etc.

At the CCC December meeting, an action was taken to look at drafting a medium-term financial plan (MFTP) with a view to carry out a process similar to an outcome-based budgeting priority process.

There are terms of reference for the review of the Operating Budget. Currently NPCC leads make use of the operating budget to support their portfolios so the financial review team will work with them. The review will look at 5 things:

1. The purpose and background of the spend.
2. What resources are required.
3. What performance and delivery we are achieving from it.
4. Is there appropriate governance in place.
5. Decisions will need to be made to be brought back to CCC in early Autumn.

Chief Officers raised the budget needs to shrink to profile and be reviewed to ensure priorities no longer needed have their funding removed. Concerns were raised around funding more central posts. The focus of the budget needs to be on outcomes and the priorities which deliver to the public.

Police Remuneration Review Body (PRRB) Update:

There was the ability to adopt a more focused utilising better quality information on Workforce data,

with the work that had gone into Uplift with affordability and the consequences of pay awards rather than arriving at a particular number which they felt they could afford. The PRPB set out 2% was budgeted for in the Spending Review and this was put against the context in which policing had taken a pay cut of 17% since 2010. It was highlighted the Rewards Team is under resourced compared to the NHS and others. Predominantly discussions have been holding the Home Office to account regarding what does the future look like and what should it look like, as we need their support.

The PRRB chair confirmed they have approached the Home Office and asked for a number. The Policing Minister indicated forces should expect 3.5% on pay in budgets and anything over that to be funded centrally.

The proposal from the PRRB Chair is 7% which is believed to be a credible number given inflation currently which is the same as the fire service. The hope is this rate is applied against all ranks.

Decision: The proposal for the letter for the PRRB Chair is 7% as supported by Chiefs.

National Public Anti-Abuse and Corruption Line

Decision: Chiefs supported option A and were content in principle to approve the roll out of a national anti-abuse and corruption line meeting necessary procurement rules, noting the potential for extended timeframes should direct award not be possible.

Decision: As chiefs supported option A they were content for the NPCC/APCC to explore timely procurement options, including the possibility of a direct award, whilst considering and managing any associated risks.

National ESN Chief Officer Lead Role

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

Local Elections Purdah Letter

Action: Local Elections letter will be circulated to all chiefs via ChiefsNet.

NPCC Future Financial Planning Review

Decision: Chiefs endorsed the following:

- NPCC to start work on the Future Financial Planning Review 2023/24 proposal.
- Proposed Terms of Reference for the work
- Report will come back for discussion in the September Chiefs' Council meeting.

Crime/Incident Recording and Counting Rules

Decision: Chiefs noted the next steps as follows:

- Phase 1 – Implementation by the 1 May 2023.
- Phase 2 - Outcomes framework, Operation Soteria, Alignment of CPS charging standards with crime recording and N100/ N300.

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

Sustainability Update

Decision: Chiefs noted the update.

Regional Papers

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

NPCC Criminal Justice Coordination Committee Update and National Charging Strategy

Action: Author to liaise with the regions to address and deliver on the commentary provided in the feedback.

Decision: Chiefs noted the overarching update and agreed a longer Criminal Justice session should be planned for the May Chiefs' Council meeting.

Decision: Chiefs agreed the national charging strategy.

National Cyber Security Incident Response Strategy

Action: Author to liaise with the regions to address and deliver on the commentary provided in the feedback.

Decision: Chiefs approved the following:

- Approved the content of this paper.
- Approved the implementation of a national CSI chief officer cadre.
- For each region to provide the name of a nominated chief officer to go on the cadre.
- Supported the formal implementation and go-live of this strategy by 1 June 2023.

Session 2 – Police Race Action Plan – Improving Policing for Black People

Police Race Action Plan

There has been a positive step forward, as there is now a plan in place which all forces have agreed and signed up to with prioritised activity although there still remains a lot to do. A thank you was expressed to those Chief Constables who have fed back on the plan. A total of 45 responses were received from 38 forces. The responses included pleas to make the plan simpler, to make the NPCC leads even more accountable, to introduce some outcome measures and to be clear on the activities for years one and two in which year three should be a transition to business as usual.

Another area of concern was the challenge around intersectionality and consideration of stakeholders' views. There is work on three phases for the Diversity Equality and Inclusion (DEI) Committee - reaching out to national stakeholders who have helped to shape the plan, which are now integrated into the task and finish groups, there are also the ice breaker groups too. The workstream leads are working with some of the national stakeholders and are now working towards an organisational change which is part of DEI stakeholder group and the introduction of national stakeholders into DEI structure, so it is business as usual.

The Icebreaker activity is ready to get agreement at CCC.

Update from the Chair of the Independent Scrutiny and Oversight Board (ISOB):

The Board is keen to further understand the level of local activity happening with the implementation of the plan. The only way the Board can develop their understanding is to be engaged and encouraged to speak with community members and local organisations. The plan is being re-iterated with version release on 3rd April 2023.

It has been recognised, there has been positive work on the race action programme thus far – particularly the work on disproportionality, data and evidence, the use of powers and the use of taser. There has been good work with the roll out of the pilot section 163 road traffic stops. However, there are some areas of concern which have been raised quite consistently around external stakeholder engagement/external and internal communication, the resourcing behind the plan, the focus of the plan and the level of insight of the board.

It was hoped the re-iteration of the plan would be reflective of dialogue – there would be feedback and captured conversations. It was suggested more candour is required and a link between those organisations who have expertise. The plan should include evidence of discussion and reflect areas that require support.

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

- Noted the updated revision to the Police Race Action Plan for publication on 3 April.
- Noted the Chief Constables Survey results.
- Noted the update on icebreaker activity and consideration of specialist communications.
- Supported the Workstream 3 community engagement call for action.
- Noted the update provided by the ISOB Chair (Independent Scrutiny and Oversight Board).

Decision: It was agreed future communications should be more focused to the black community and greater understanding of the activity required for organisational change and planning over the next three years.

Decision: Chiefs would welcome the ISOB chair back to help provide scrutiny on the implementation of the plan to Chiefs' Council.

Session 3 – Trust and Confidence Discussion

The NPCC Chair introduced the session to have a wider conversation around trust and confidence and outlined some of the feedback he had received around suggested areas to focus on during his tenure as NPCC Chair. This covered the ‘ask’ of policing in this space, what areas do we want to advance in our agenda for reform – including resourcing challenges (i.e., the erosion of neighborhood policing). Chiefs were asked for their input/feedback and the following areas were highlighted from the discussion:

- Implications of the Casey report on trust and confidence across policing (not just the MPS) – whilst recognising confidence levels in policing were at 51% and satisfaction levels at 81%.
- The public must see tangible actions that reflect the direction policing wants to go in and at present the current negative climate makes it challenging to get across positive messages and activity being progressed.
- Neighbourhood policing and building relationships with communities are key if communities feel something; they will understand it – it is not sufficient to just have written policies on standards. Neighbourhood policing is what communities are asking for as a core function of their police force.
- How can policing push back against the reduction in front line services and also some initiatives that can be pushed onto policing which also have resource implications – forces need core grant funding for core policing.
- Must be clear on policing’s narrative for the next 18 months; in the effectiveness space, policing needs the flexibility to make decisions of where its resources are allocated.
- Not all policing activity is visible to the public. Policing needs the flexibility to allocate resources whilst we have more officers via uplift – currently they are working with out-of-date technology, from unsuitable buildings and driving unsuitable vehicles.
- We have lost the narrative on proactivity and positivity and what policing is doing to keep people safer.
- It is important for everyone for policing to succeed and therefore we need key stakeholders to get involved in the debate to add their voice as to how we improve.
- Loss of public confidence, a significant element is linked to areas of core basic delivery measures and does the public have confidence in all of these areas (i.e. do we answer the phone, do we record all crime types).
- Consider how policing works as a system and what we want to achieve.
- Consider how we retain staff, trust them, listen to them and reward them – whilst recognising that we must also address the areas of misconduct.
- Need to put the Peelian principles at the core of police recruit training.

Policing leaders need to speak to the officers who felt relieved by the publication of the report and consider why there is an area of disconnect between staff/leaders on the Casey report findings.

Chiefs commented on the extremely difficult place they are in in terms of trust and confidence with the public. There are plans about what is going to be done to help rebuild public trust and confidence in policing but the public needs to see tangible actions to restore that confidence and not just initiatives. Chiefs also commented on how the service can counteract the negative narrative?

How can policing push back against some of the initiatives so the focus can be on the front line. The public want to see officers and criminals being arrested. Policing needs to go back to some of the core functions of what the public expect from policing and speaking to young people and diverting them from crime.

Chiefs talked about getting back to the core principles of policing – the police efficiency, effectiveness and legitimacy (PEEL) Principles which are still relevant today, they need flexibility around money and

what they can use it for given increased numbers albeit personnel are using old tech, infrastructure and vehicles. There are no UK capital investments for policing.

Chiefs commented on the need to put back the spark in their staff and the need to address things collectively. To have trust in their staff and to listen to them – there is a need for some pride and positivity. The PEEL principles should be part of basic training and staff need to be supported with the need to be honest about areas where confidence is lacking in engaging with communities.

Decision: Chiefs provided feedback on the areas of discussion within the session.

Session 4 – Local Policing Coordination Committee (LPCC)

The current NPCC LPCC Chair thanked former LPCC chair, CC Pinkney, for the strong foundations she established in the committee.

The Child Centred Policing self-assessment tool was circulated to all forces in January. The Chair of LPCC confirmed that eleven responses had been received and asked chief constables to ensure their force responds.

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

Right Care Right Person (RCRP)

The RCRP project team has been established and is being led by the NPCC lead. The team has been part funded by the Productivity Review Team (PRT) as a special case with the remaining funding coming from the Home Office.

The lead acknowledged the significant effort, support and commitment Humberside Police were putting into supporting the national project. The National Partnership Agreement has been drafted and is with ministers for sign-off after the Easter recess.

Work has taken place with national partners since the last RCRP update to CCC in December. NHS England have a dedicated project team and conversations are ongoing with the devolved authorities. There is a dedicated team in the Department for Health and Social Care in terms of implementing the removal of custody as a place of safety which is taking on board expansion of places of safety and the management of funds allocated to that work. Ambulance, local authority, and other partners are also involved.

The lead confirmed that some partners were not part of the original National Partnership Agreement which focuses purely on mental health. This is in keeping with how RCRP works as a modular approach. The modules will be released in line with the agreements which will be supported by the toolkit.

Difficulties have been experienced by forces who had tried to introduce RCRP themselves due to inconsistent policy and lack of developed legal advice to support policy. This has resulted in cases where force control rooms have contacted the Humberside control room for advice. The lead reiterated the importance of implementing RCRP by following the principles, in sequential order via partnership agreement.

There are forces who are publicly committed to RCRP following the steps outlined in the project and early adopters have been identified who have committed resources to support the national work.

The lead thanked the Met for agreeing to fund the national legal advice and confirmed that the Home Office Evaluation Team would be carrying out a formal evaluation of force RCRP findings.

The Wesley Review and subsequent health reviews have signposted the work within RCRP. The removal of custody is agreed and in legislation, £150m has been invested in place of safety provision. Capital has been awarded to the NHS to provide mental health conveyancing which is in development.

The national approach, including the Partnership Agreement and all the aligning projects and facilities which need to be in place, means forces cannot all go at the same pace as local pictures need to be understood. The lead confirmed they would help drive the national projects and investment to best support forces who most need change or improvement in their local services, which will ensure risk is managed appropriately by other agencies when RCRP is implemented.

The national project has ministerial level support, and the Prime Minister has included an approach to non-crime police demand in his 10 priorities to achieve prior to the next election. The Association of Police And Crime Commissioners (APCCs) are also very supportive. Work is required around concerns regarding how a change of government or change of direction could impact the national project.

Forces who remained concerned about the impact of RCRP were directed to the Independent Office for Police Conduct (IOPC) Report Lessons Learned: Issue 41.

The need for improved data collection around deployment to non-crime demand was highlighted together with ongoing work to support the Home Secretary's request for detailed weekly reporting which includes the development of a national Power BI report.

It is believed RCRP will improve disproportionality between communities around criminalising mental health issues. The project team will review to demonstrate evidence of this.

An overview of the National Partnership Agreement was provided. Its main aim is a return to core policing referencing and concentrating on statutory requirements for all agencies including specific deliverables.

The toolkit will deliver information about mental health, missing and safeguarding. It will provide a set decision making tree for call handling which is underpinned by legal advice, the national Power BI report and an understanding about how RCRP sits within force operating models.

The lead reiterated the need for chief officer support and involvement in the design and delivery of RCRP when it is adopted in force to ensure its success. When the toolkit has been finalised the project team will start to provide implementation support to individual forces. The project team are working closely with the College of Policing to help forces understand who their subject matter experts (SMEs) are in terms of mental health.

Twelve forces have confirmed that they want to deliver RCRP and 21 are highly interested. The lead indicated a decision is required as to whether RCRP is going to be a national model which will inform development of a communication strategy.

Digital Public Contact

From the beginning of 2014 forces started to see a 3% increase in the number of 101 calls received. When forces started to onboard Single Online Home (SOH) 101 calls started to decrease. The new product developed during Covid by SOH received significant levels of engagement and reduced demand for force control rooms.

The SOH team have carried out work to digitally manage non-police demand away from policing by redirecting it to appropriate partner agency websites.

The lead highlighted reductions in 101 call volumes seen by forces who have adopted SOH.

The SOH platform is live in 35 forces and many reports have been taken (1.9m since April 2022) which made up one fifth of their non-emergency contact volumes.

Some individual forces have process which optimise the digital contact application. The lead offered support from the SOH team to forces who would like to learn what others are doing and from the rich data comparisons which have been collected. He highlighted further work to increase digital forms and support the products on social media and confirmed SOH are working with the PRT.

SOH coverage has increased significantly between March 2022 and March 2023 moving closer to complete coverage across England and Wales. Violence Against Women and Girls (VAWG) services have also now been included in digital public contact and StreetSafe is now an app which can be downloaded by members of the public.

The team are working with a medium sized force to trial iHub which is estimated to be saving around 11 minutes per crime in terms of double keying.

The lead thanked the pathfinder forces working on Portal.

Work is taking place around benefits realisation and building templates to help individual forces understand what their benefits look like. The team are also supporting contact management and looking at how they can develop and support anti-social behaviour, major incidents and casualty bureaus.

National Contact Management

The lead confirmed that he was seeking acceptance of the outline of the vision for the future, an approach to emergency and non-emergency contact and specific details about where forces might like to take the business. This seeks to join up work with crime/incident recording, RCRP and work with the PRT.

The 2012 draft of the National Contact Management Strategy was updated in 2018-2019. There is now a requirement for future planning and ambition due to the delivery of significant stands, technological advances, and changes to the policing landscape. Refreshing strategy, principles and practice will provide a blueprint for what good looks like in the business area, with support from Her Majesty's Inspectorate of Constabulary and Fire Rescue Service (HMICFRS), and enable the College to support forces with training, staff requirement and HR products.

The lead provided metrics around emergency and non-emergency demand to demonstrate the scale of the contact management business area and indicated opening more contact channels increased demand.

The vision for National Contact Management was outlined and the lead asked Chiefs to consider whether they would like to approve and maintain the approach.

The working assumptions which underpin the strategy were outlined and the lead commented that they had all been well tested.

The three strands of strategic response were outlined, and the lead confirmed that he would be looking for support in canvassing government to change the front end of 999 which was originally designed in 1937. At the 999 Liaison Committee, chaired by the lead, there is an emerging consensus between the police, health, fire, BT and industry providers in which serious thought is required as to what the front end of 999 looks like to help manage demand proactively.

The lead presented a slide listing the enabling decisions he required.

The lead highlighted to Chiefs that they carry the risk around some areas of RCRP and encouraged those in adopting forces to personally engage with the people delivering it on their behalf.

It was suggested forces need to start mapping around sudden deaths and acute hospital demand as these will be the next stages for development. Humberside have also started an initiative called Making the Right Call which looks at how the public can be helped to make some decisions to remove the need for triage in force control rooms.

It was commented, one in five 101 calls are abandoned and suggested it could be an area for consideration as part of the trust and confidence issue.

The lead confirmed a formal application had been made for the Section 136 and Section 135 of the Mental Health Act to be designated to other authorised persons which may enable doctors to use their own resources and powers within the NHS to detain. It has been accepted by the Home Office and has been drafted in their White Paper. The lead thanked MPS for their support in submitting the paper.

In response to a question by chiefs it was confirmed there had been senior stakeholder engagement activity with NHS England. They are all aware of the content of the Partnership Agreement. The agreement has not been signed before recess as it will come with a significant launch. The Junior Minister in the Department for Health is supportive of RCRP and is clear with his officials what his expectations are in respect of a centrally managed project team with direction to local areas. Forces will be asked to escalate any specific problems back to centre to encourage development from both sides.

Following a question from chiefs, the lead highlighted the importance of ensuring skilled professional superintendents/chief superintendents remained in contact management posts for longer periods of time. He commented on the need for caution around abandonment rates for 101 calls as callers may make a different service channel choice and encouraged forces to get more forensic around their data.

Child Centred Policy

Decision: Chiefs agreed to provide responses back to the Children and Young People Lead on the revisions to the Child Centred Policy.

National Contact Management

Decision: Chiefs endorsed the strategic consensus of direction for the National Contact Management Strategy.

Decision: Chiefs agreed the following:

- Confirmed working/operational assumptions.
- Agreed strategic response to challenges.
- Agreed direction of travel for Emergency Contact management.
- Supported that the new front end to 999 be explored in agreement with other emergency services and DCMS/HO/DoH.
- Agreed direction of travel for Non-Emergency Contact management.
- Supported proposal that Non-emergency Contact model created by joining operational thinking on 101 call handling and digital 101 developments through Digital Public Contact (will operationalise Productivity review of national performance model for Contact).

Right Care, Right Person (RCRP)

Action: 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.

Decision: Public Confidence in reducing the risk of adverse outcomes for police – IOPC Lessons Learnt Issue 41 – chiefs supported a review to help implement RCRP.

Decision: Chiefs supported the College of Policing hosting the Smarter Practice (Detailed Case Study) to encourage consistency in approach and awareness of steps / timescale required.

Decision: Chiefs noted the update from the RCRP way forward slide in the main pack.

Digital Public Contact

Decision: Chiefs noted the end of year report from the DPC team.

Session 5 – HMICFRS Update

The HMICFRS shared a presentation with an overview of the findings from the last round of police efficiency, effectiveness and legitimacy (PEEL) inspections, the key themes and common areas for improvement.

1. Crime Data Integrity

This has improved since 2016 – 2020. Sex offences are consistently well recorded. Improvement still required in violent crime, in particular recognising behavioural crimes and identifying patterns. Early into the inspection period forces were contacted about the recording of crimes reported from personal anti-social behaviour (ASB) as early inspections showed this area was poor. This theme has been consistent throughout all subsequent inspections.

There will be little change in the next inspection to the Home Office counting rules (HOCR) approach. Rape cancellations will cease to be pass/fail and will instead be subject to a professional discussion. HMICFRS are not planning any further changes however they will adapt to any changes in the HOCR.

Procedural Justice (including stop and search and community engagement)

We have seen improved governance around the use of stop and search as well as availability of body worn video and innovation in identifying and engaging with communities. There was a good spread of community scrutiny panels but the structure is inconsistent, with some not having a chair, some with poor diversity in representation and some with members not having received any training.

Another area for improvement is the availability of quality data to understand the use of powers as well as a lack of analysis that really helps understand what is happening.

Also linked to stop and search is the use of handcuffing when searching – there appears to be an approach taken that handcuffing is used as a matter of course rather than when circumstances dictate.

In PEEL 2023-2025, HMICFRS will focus on the individual interactions and the overapplication of these powers. For example, are you making good use of stop and searches as an investigative tactic, as well as showing it's fair and effective. There will also be consideration of any current national issues, for example arrangements around the strip searches of children.

2. Prevention and Deterrence

Nearly all forces of now aligned with the College of Policing's neighbourhood policing guidelines

introduced in 2018. Many forces have strategic hubs e.g., problem solving, early intervention of crime prevention hubs along with a good use of analytical software to identify and prioritise repeat demand.

Continuing issues are seen in the redeployment of neighbourhood teams not following force abstraction policies which creates difficulties in really focussing on the early intervention and problem solving. Also, this needs a greater focus on a whole system approach to prevention rather than being seen as bespoke to neighbourhood policing. Where it is seen in other areas of policing, it is effective. HMICFRS are keen to see this area feature more prominently on local performance meetings – looking at repeat demand and what problem-solving activity is in place.

Other areas for improvement include engaging with vulnerable groups to provide them with the skills and knowledge so they can take action to protect themselves from crime as well as increased evaluation of practice to identify what really works and why.

For 2023-2025:

- continued focus on neighbourhood policing as well as whether prevention is woven into the -core of all policing.
- looking at the outputs and outcomes of primary, secondary and tertiary prevention activity and whether it's making a difference and effective problem solving with partners.
- Community engagement will move into this question and will look at the two-way communication between forces and the communities and how this actually shapes policing activity.

3. Responding to the public

This is the area with the most room for improvement. Positively a real focus on improving 999 performance and making good use of technology which is making a difference.

Areas for improvement:

- Significant delays in answering 101 calls and high abandonment rates and a lack of understanding (and ability to demonstrate) why this is happening.
 - not routinely identifying repeat callers which leads to incidents being dealt with in isolation – in particular around domestic abuse, stalking and ASB.
 - a lack of focus on the immediate such as crime preservation and prevention advice
- 2023-2025: much greater focus on the oversight of performance and activity in this area and whether there is a strategic plan in place to have a full understanding of demand, vulnerability and risk at the point of contact.

4. Investigations

Positive themes: some good quality assurance processes which offer focus on first line supervision.

Areas for improvement are the recruitment and retention of Professionalising Investigation Programme (PIP) 2 detectives which results in carrying extremely high workloads of complex, high risk cases. Subsequently these impacts on the service to victims also the well-being of those staff. Also seeing staff investigating complex high-risk cases which are beyond their skills and training also creating well-being and victim service issues.

Another national area of concern is the low positive outcomes for victims, in particular the incorrect use of outcome 15 and 16 (particularly in domestic abuse) and the ineffective supervision of investigations. Seeing a lack of effective, if any, investigation plans which lack of effective and trusted challenging, regular supervisory reviews.

2023-2025 will remain the same with an increased focus on:

- achieving best outcomes for victims through both national outcome data, through HMICFRS's victim service, crime file reviews and force performance monitoring processes.

5. Vulnerability

Positive results seen in forces with jointly funded and governed safeguarding partnership models – links to resources being better managed and tasked and improved predictive modelling around vulnerability. Increased use around protective orders and disclosure powers and innovative approaches to vulnerability management and prevention.

Areas of development are improving governance and performance oversight around vulnerability with missing action plans and key performance indicators, which make it difficult to know what the force is working towards and how it will know if it's delivering. Again, a need to improve the analysis of both force and partner data to identify areas of focus.

A lack of evidence of the victim's voice in informing strategic and operational direction, often solely reliant on the domestic abuse survey and not considering other information sources such as complaints, rights to review, satisfaction surveys and partner feedback. However some forces are making really good use of drawing on all this information.

2023-2024:

- o will be more of a focus on the 'So What'.
- o the strategic perspective and the quality, timeliness and appropriateness of the operational activity that flows from it.
- o with an expectation that investment continues in multi-agency processes and that these are achieving tangible benefits in terms of vulnerability and harm reduction.

HMICFRS will be looking behind the numbers to see the detail. For example, not focusing on the number of protective orders but instead what is being done with them and the response to breaches.

6. Managing suspects and offenders

Positive investment in technology seen, e.g. triage devices for Polit however this doesn't always come with the strategic foresight that this will have on demand.

Increasingly good use of early social care liaison to better understand risk and subsequently prioritise activity.

Teams that are focussed on apprehending the highest harm offenders.

Staff embedded in Polit specifically managing youth generated imagery sharing and looking for education rather than criminal opportunities where appropriate.

The area for improvement is around performance and improvements needed around the frameworks, data and understanding. It currently tends to be binary looking at volumes rather than risk. For example, 100 overdue RSO visits that are all low risk and only a week overdue is not the same as 100 overdue visits who are all high risk and overdue for six months.

Another area is the use of intelligence in this space, it works well in some areas, but it isn't consistent. This leads to a poorly informed risk picture. For example, very basic checks are being done on RSOs, particularly those that are reactively managed and subsequent reviews have identified either increased risk or risks not being identified at all.

2023-2025:

- Won't have a focus on Integrated offender management (IOM) this time but will come up in the prevention questions.
- Will be a renewed focus on effective, consistent risk management.
- Will also be looking at Police Online Investigation Team (POLIT) as a separate topic.

7. Workforce

Some forces continuing to support and promote ethical and inclusive practice and prioritise workforce well-being.

Themes for improvement.

A need for forces to understand the drivers of stress to better mitigate and support with preventative activity. This should also aim at improving retention. Some forces giving preventative support for high-risk roles, and this should be increased/expanded.

Occupational Health provision in some areas are not meeting the standard required.

A focus on retention particularly in underrepresented groups.

Workforce data is often inconsistent and incomplete to the extent that forces are unable to understand the diversity with no strategy or tangible activity.

2023-2025:

- Continue the wellbeing focus but have a deeper dive looking at the strategic drivers.
- Focus on retention particularly the first five years and underrepresented groups.
- Focus on first line leadership and how they are supported, equipped and developed.

8. Leadership and Force Management

We are seeing good investment in technology to improve efficiency, for example, use of power BI and laptop rollout. The caveat is ensuring forecasted benefits are understood and the investment is aligned to priorities.

Good investment in key people with the right skills to drive improvements is important, for example Assistant Chief Officers (ACO) roles, and where forces are investing in the right people to run those support functions, the force are operating more efficiently.

In some forces, really good annual corporate planning cycles with a good understanding of current and expected future demand.

2023-2025:

- continue to focus on force management and make better use of the available data.
- an increased focus on leadership aligned to the College of Policing leadership expectations.

HMICFRS will share more detailed information in the summer. HMI then emphasised that PEEL will change fundamentally but over time. It will have an emphasis on outcomes for the public. For example, a force can't be good at investigations if outcomes are poor. Another point to note is the State of Policing report will be out in June.

Chiefs provided questions to the presenters as follows:

Sometimes aiming for good is okay, as forces can't be excellent at everything but it is about prioritisation which will look at predictive and behavioural analysis. HMICFRS will consider the demography and other challenges (such as insufficient funding) which may impact on a force's ability to become excellent.

HMICFRS will also be looking at predicting where forces are at risk of moving in the wrong trajectory to prevent numbers of forces moving into engage which is considered a failure for the inspectorate.

- Will there be any changes around how AFIs are written as they can drive behaviours the Chief doesn't want a focus on?

It is difficult not to identify an AFI if it is there, but it is for the Chief to decide whether it is accepted or not.

- What are you looking for in terms of outcome codes in the HOCR review?

HMICFRS will inspect against the standards at the time but welcome the Minister's approach.

The College of Policing (CoP) gave an overview of the Practice Bank being launched, providing screenshots of the system and also referenced the Effective Supervision guidelines that have been published by the CoP in relation to the PEEL theme findings.

The launch of this system is described as a one stop shop to share all the fantastic examples of police and partners' practice. It will cover areas such as operational policing, crime reduction, leadership and management. It will include practice which isn't yet evaluated but forces feel is of good standard. Research projects, on completion, will be included and the CoP will maintain an overview to identify activity to push through the evaluation pipeline. HMICFRS will also be providing practice identified in inspections.

PEEL Inspections

Decision: Chiefs noted the following from the update:

- PEEL spotlight report would be released early summer and would provide an Overview of national themes and Deep dive into cross-cutting themes linked to force performance management.
- State of Policing report would be circulated in June.
- Briefings to NPCC leads and College of Policing.
- The HMICFRS will share more positive practice highlighting in all their reports.

College of Policing Practice Bank

Decision: Chiefs supported the implementation of the practice bank.

Action: QR code for access will be made available on ChiefsNet.

Decision: Chiefs supported the following:

- Forces to provide more examples of force's best work – use of the practice bank as a showcase and build force's reputation as a centre of innovation.
- Access, adapt and improve the innovations of other forces – continuous improvement of the policing knowledge base.
- Encourage and motivate talented officers and staff to publish their work on the bank.
- Forces to help strengthen relations with key partners outside policing by inviting them to add practice examples, particularly encouraging early interventions to prevent crime before police are involved.

Session 6 – Police Science and Technology

The Chief Scientific Advisor introduced the session and provided an overview of the three areas that the session would cover.

Update on 2023-2024 Plan following December 2022 Chief Constables Council

At the December 2022 CCC a number of recommendations were agreed which would enable a nationally joined up approach for police science and technology and how to ensure there was a system to improve coordination, share knowledge and priorities across all 43 forces. The Chief Scientific Advisor updated on the system launch event which took place on 27-28 March.

Following the survey of Chiefs to seek views on the suggested priority areas for Science and Technology (SaT), Prof. Taylor provided an update on the progression of some of these high priority areas including auto redaction programme, rapid video response, face recognition in Police National Database (PND), the Science, Technology, Analysis and Research Innovation fund and rapid video responses within the mental health arena.

The Chief Scientific Advisor highlighted discussions raised by the policing minister at the last Strategic Change & Investment board seeking views from policing on what three or four areas of and SaT should be prioritised. Following work by the team; The Chief Scientific Advisor provided an overview of the suggested priority areas of work and the associated timelines for these areas and sought Chiefs views on the suggested proposals which were:

- Automatic redaction
- Face recognition within PND and office-initiated face recognition
- Acceleration of unmanned vehicles and drones
- Investment into cyber forensics (fraud and cybercrime)
- Victim journey and enablement of self-service/assurance to victims

Chiefs raised the following areas:

- Need to consider the links to capital and how we develop the evidence base to detail how the initiatives would impact on policing as this evidence would be very helpful during Comprehensive Spending Review (CSR) process.
- Timing is important as well as what step change would be required and the impact on front line policing.
- Consider open data fusing as a priority as well as the continuous integrity screening work.
- Must make the case for funding to support areas of business change and the associated adoption/integration/public acceptance requirements for implementation nationwide.
- Consider pre-employment digital screening and non-emergency voice initiatives as priority areas.

Science and Technology Recommendations from the Policing Productivity Review

The Chief Scientific Advisor advised, he and the lead had been working on the SaT chapter for inclusion within the policing productivity review which was now at a state of maturity where recommendations could be socialised with Chiefs for feedback. The Chief Scientific Advisor provided a summary of the proposed recommendations:

Recommendation 1: Resource SaT efficiently: suggestion to look at the existing spend and ensure a more efficient allocation of spend based on a 70%/20%/10% model, establish a mandated budget and a re-profile of Her Majesty Government (HMG) spending on policing technology programmes towards

innovation.

Recommendation 2: Governance which ensures pull through: Establish governance that mandates all forces in England and Wales to adopt technologies which have demonstrably been shown to make a significant positive impact on performance, implement an innovation assessment cycle, working with HMICFRS (e.g., for health-checks) and the College of Policing (e.g., for professional practice) to monitor and stimulate progress in the adoption of assured solutions and establish a clear accreditation function

Chiefs discussed the issue of mandating and queried what lever would be used for this and the associated practicalities including how mandating would fit with local/national priorities, affordability and infrastructure considerations.

Following discussion; mandating was not supported but there was support for putting forward the evidence base, supporting Aauthorised Professional Practice (APP) and allowing Chiefs to make the final decision, in which it would be for individual Chiefs to justify why a particular technology was not supported within their individual force.

Recommendation 3: Being an Intelligent Customer and Procuring Efficiently: Establish an accreditation function that provides forces assurance and guidance on what SaT solutions have reached a level of quality in terms of delivery, ethics, workforce implications and policy. A critical component of this function will be providing a procurement framework which provides nationally set access to approved suppliers.

Future Governance of Science and Technology Committee Discussion

The lead introduced this item and advised the SaT strategy had not been established on a firm committee footprint and highlighted to progress the strategy; appropriate governance/oversight and leadership was required to ensure that activity could progress at pace. There was a proposal to put ST on a formal committee structure as it was felt there was a need for formal NPCC leadership on where and how to prioritise activity and investment. Views were sought from Chiefs and the following highlighted from discussion:

- It was recognised no additional resourcing was required and the work must be coordinated. It was also acknowledged, whilst there are very strong links with the Digital Data and Technology (DDAT) committee, the working group had focused on the 'here and now' priorities.
- How would the SaT Committee link into the other coordination committees around setting of organisational and operational priorities whilst recognising that those other committees should set priorities and then ask the SaT committee to deliver.
- Need to factor into the NPCC Hub budgets for costs of committee coordinators and supporting infrastructures.

The lead advised further work would be done to provide the proposal for technology thresholds and national implementation and this would be brought back to the next CCC.

Update on 2023/24 Plan following December 2022 Chief Constables Council

Decision: Chiefs noted and provided the following feedback:

- Need to consider the links to capital and how we develop the evidence base to detail how the initiatives would impact on policing as this evidence would be very helpful during the CSR process.
- Timing is important as well as what step change would be required and the impact on front line policing.
- Consider open data fusing as a priority as well as the continuous integrity screening work.
- Must make the case for funding to support areas of business change and the associated

adoption/integration/public acceptance requirements for implementation nationwide.

- Consider pre-employment digital screening and non-emergency voice initiatives as priority areas.

Decision: Chiefs supported the following:

- **Auto-redaction** - Chiefs invited to invest based on business case at future Chiefs' Council meeting.
- **Rapid Video Response** - Chiefs choose to implement. Make use of existing rollout blueprint.
- **Face recognition in PND** - Discussion at future Chiefs' Council meeting.
- **Network+ for prevention** - Oversight by the Prevention Coordination Committee on Chiefs' behalf.
- **Integrity screening** - Oversight by the Prevention Coordination Committee with future Chiefs' Council discussion.
- **Video MH assessment** - Chiefs invest individually if trial is successful. Discussion will be held at future Chiefs' Council meeting.

Science and Technology Recommendations from the Policing Productivity Review

Decision: Chiefs agreed the following:

- Recommendation 1 (Resource S&T Efficiently) – Agreed
- Recommendation 2 – (Governance):
 - 2a – chiefs provided concerns about mandation and the legality of this.
 - 2b – Chiefs Agreed the Implementation of an innovation assessment cycle, working with HMICFRS (e.g., for health-checks) and the College of Policing (e.g., for professional practice) to monitor and stimulate progress in the adoption of assured solutions.
- Recommendation 3 – Chiefs agreed.

Future Governance of Science and Technology Committee Discussion

Decision: Chiefs supported the CSA team to work up a proposal and present back at a future Chiefs' Council meeting which would include the following:

- Mandation term
- Committee structure and the level of resourcing needed.
- How the Science and Technology Committee will link into the other coordination committees around the setting of organisational and operational priorities.
- Need to factor into the NPCC Hub budgets the costs of committee coordinators and supporting infrastructures.

Decision: Further work around the proposal for technology thresholds and national implementation would be brought back to a future Chiefs' Council meeting.

Session 7 – National Crime Agency (NCA) Update CLOSED

NCA Strategy

The NCA Director General outlined the four priorities in the NCA Strategy 2023-2028 and requested support from forces in relation to the two threat areas the NSTCG has agreed to focus on.

SOC Local Mission

The SOC lead confirmed that the SOC Portfolio was working closely with the NCA around SOC system reform. The Portfolio has been particularly focussed on improving how it can provide support to forces to remove demand from the system in addition to pursuing criminals.

Progress has been made with the SOC Local Mission over the last six months around the four key priorities:

1. Supporting forces to work collaboratively to understand the totality of organised crime network (OCN)

- 14 community coordinators are now embedded within the ROCU network.
 - The roll out of Agency and Partnership Management Information System (APMIS) is being delivered and the SOC lead thanked Lancashire and Merseyside for their support as pilot forces.
2. Increase community resilience against the threat of SOC and improve confidence in policing.
 - SOC community coordinators are providing support and guidance on Clear, Hold, Build.
 - Work is ongoing with partners to establish how greater resilience can be built within communities through neighbourhood policing.
 3. Reduce demand by dismantling OCN activity and prevention of displacement.
 - The government asked the portfolio to establish and chair a new SOC Prisons Board as a result of the work around prison reform and the first two meetings have taken place.
 4. Streamline the reporting criteria on forces.
 - Work is ongoing with HMICFRS and the College of Policing to identify good practice and how to deliver it.

A Clear, Hold, Build event has taken place at the Home Office together with a further event at Ryton. The SOC lead thanked forces for providing the required attendees and provided an overview of the areas which have been embedded, moved from pilot to implementation stage or are about to commence. The Minister is supportive of the build phase and the first national board will be taking place in April. The SOC lead emphasised the importance of executive oversight of Clear, Hold, Build through an ACC or equivalent.

****CLOSED****

The SOC lead thanked everyone for their support in helping achieve ROCU uplift targets for this year and for virtually committing to the uplift for next year. Work is taking place to reform the way performance is counted which will result in new products for chiefs and police crime commissioners (PCCs).

Chiefs queried whether there was an opportunity for the separate Home Office departments to examine where Clear, Hold, Build cuts across levelling up to ensure investment creates maximum impact. The NCA Director General confirmed discussions had taken place, different Home Office departments are trying to harmonise work and he would liaise with the Home Office ahead of the next board and raise the matter during the board. Chiefs highlighted the need to make local authority chief executives aware and the NCA Director General confirmed it was hoped that the CSP review would give PCCs the opportunity in the Build phase and he would be speaking at the Local Government Agency Annual General Meeting and meeting with Mayor's Office for Policing and Crime (MOPAC).

Chiefs queried whether there would be an opportunity to lower the bar on Unexplained Wealth Orders in future and whether delays with the Fraud Strategy would result in fraud being pushed towards forces. The NCA Director General confirmed the bar for Unexplained Wealth Orders had been lowered slightly in the Economic Crime Bill last year and highlighted Account Freezing Orders were just as useful and were less niche than Unexplained Wealth Orders. The Fraud Strategy is due to be released soon and is moving from reactive to proactive.

****CLOSED****

Serious and Organised Crime Update

Decision: Chiefs noted the overall threat and vulnerability assessment.

Decision: Chiefs supported the following approach from Op Mille:

- ****CLOSED****

Uplift of ROCU Network

Decision: Chiefs noted the update and were informed from forecasts indicating that year one and two uplift will be achieved.

Joint International Crime Centre

Decision: Chiefs noted the Joint International Crime Centre would be launched on 31 March.

Action: Presentation would be provided at a future Chiefs' Council meeting.

National Strategic Assessment 2023

Decision: National Control Strategy for SOC will be circulated to all chiefs.

National Crime Agency Strategy

Decision: NCA strategy 2023-2029 will be circulated to all chiefs on ChiefsNet.

Decision: Chiefs noted the update.

Session 8 – Review of Productivity in Policing Update

Two key points for Officers:

- The Review is halfway to completion. With focus over the next six months on the Review's compilation (practical next steps and recommendations); writing; and submission timings to the Home Secretary.

- Mental Health - collaboration, participation and best efforts had been noted and appreciated. Anticipated written Work Force material is in hand with PAM.

In addition to the pack's update, there had been very positive outcomes on 'learning and best practice' with input from international partners, the CBI, health and education involvement. Visits are now 75% complete and officers were encouraged to reach out should their diary date not yet have been set.

Digital tool development:-

- Continues with the six participating forces and Price Waterhouse Coopers.
- Pilot to be shared within the next few months. This will concentrate on burglary, contact management and domestic abuse – inclusive of adult Rape and Serious Sexual Offences (RASSO) in line with topical anti-social behaviour.

Better use of what works and improving the collective's productivity: -

- Progresses with the College team at pace.
- ECO and health education opportunities with the Education Endowment Fund (EEF) and Youth Endowment Fund (YEF) are being explored with the Home Office.

Improved/ better funding submissions for the sector: -

- More work planned.
- Exploring how to articulate progress made post Spending Review.

Barriers to productivity – key areas are being identified e.g., mental health's counting rules, DG6 and this strand continues. Culture and standards will be carefully considered for the Review.

Decision: Chiefs supported the following:

- Ensuring that each force is represented and heard within the Review.
- Force visits and good practice presentations.
- Workforce data request and Chiefs' views on uplift and productivity would be given.

Action: Review team would write out to chiefs on the uplift of the review.

8.3 Action: An extraordinary Chiefs' Council meeting would be held to talk through the Productivity Review before final submission to the Home Secretary at the end of September 2023.

Session 9 – Independent Office for Police Conduct (IOPC)

The IOPC Lead opened with highlighting a need to focus on opportunities for lasting and meaningful change, along with IOPC's commitment to work with all Chiefs to rebuild trust within all communities across the whole country. IOPC's role is to investigate, hold those to account and another important factor is to share learning too. Making a difference and success will come from how IOPC engage and support all stakeholders.

IOPC wants to ensure it is playing its full role with all the critical work, which is currently underway, as a result of the Casey Review publication and other multiple streams of work to help build public confidence. The main focus will be to continue the launch of our new five-year strategy called 'Building Trust and Confidence in Policing', which was agreed last May and has been promoted internally and externally. The mission of this strategy is as follows;

- Improving policing by independent oversight of Police Complaints

- Holding policing to account and ensuring learning effects change
- Setting out clearly IOPC purpose and role
- The vision - Everyone to have trust and confidence in the police

There are times when work carried out will be difficult/highlight problems and it may impact on confidence in the short term, but it will always be evidence based. On a longer-term basis, it will support improvement, change will be implemented as a result of learning and this will help drive confidence in accountability.

Below are some of the objectives/priorities IOPC have set as to how they will deliver the mission set;

- Build awareness of ourselves
- Guidance on how to access the complaint system
- Engagement with people from many different backgrounds, communities and stakeholders
- Accountability and concentrating our investigative work on areas of greatest concern for public confidence
- Learning and improvement reviews
- Public perception tracking

IOPC will be launching a new website, building a profile on social media and have more recently been engaging with a youth panel as they tell us how they see things and how they want to be communicated with. This panel of young individuals bring ideas about how to make a positive difference and are open about what they think the IOPC needs to do to improve.

Regarding current performance, matters for both subjects and complainants alike, 90% of core investigations are completed within 12 months, this used to be 68%. Just under 40% of investigations are complete in six months and IOPC are averaging about eight and half months for core investigations. The aim is to reduce the average and to help us to achieve this, they're doing process redesign work on investigations and have a new case management system. Cases over 12 months take on average 19 months to complete and IOPC understand, when looking at some of those cases why they're taking more than 12 months. Although 90% is a positive headline figure, this does not mean IOPC are not focused on the 10% which are taking more than 12 months.

Referrals in comparison to 2019, have resulted in IOPC taking on 50% more and currently they have the highest number of referrals equating to 6000, as a result there is a backlog of reviews. Resources numbers have been substantially increased within the review teams to help bring this down over the course of this year. IOPC's thematic focus for 2022-2023 is discrimination and 2023-2024 will be on violence against women and girls, with a particular focus on abuse of power for sexual purposes. This remains the biggest form of corruption which IOPC see coming through in their caseload.

IOPC will be doing some review work around these types of cases in which they will be dip sampled. They will be looking at the applicant, whether legislation has been applied in the most appropriate way and whether conduct is properly being pursued along with further support to victims and developing some campaign communications to help build victim trust. A lot of work is also underway with the support of the College of Policing and His Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) regarding super complaints around stalking and section 60 of stop and search.

Another area of focus will be a review of dismissals as IOPC are concerned the review is narrow in its scope and would like to see a more a broader look at the overall conduct system in the future. A look at all steps will be needed, ensuring the right people are selected at recruitment, the right support is available for training and development, there is good supervision and continuous feedback coming

through from complaints. A key focus will be prevention and making sure issues are supported, dealt with early and in a timely fashion rather than leading through to a misconduct panel but at the same time rooting out police officers who shouldn't be serving.

An independent review is also underway in the IOPC, all bodies are part of what is called the Cabinet Office or the Public Bodies Review programme. The review has been launched and Chiefs may be asked to contribute to it, it is about efficacy and efficiency of government bodies and is being led by the Chair of the Disclosure of Barring Service. Recommendations from this review will be reported through to the Home Secretary in the autumn.

GMP Chief posed a couple of questions to the IOPC Lead in respect of the following and agreed with the IOPC strategic aims, on which they indicated GMP would support and engage with:

1. Communications from the IOPC would suggest when there is no misconduct found there seems to be a perception this isn't reported enough and would like IOPC to highlight this more publicly when misconduct isn't found, making the public aware.
2. GMP Chief understands the significance of issues which single issue groups review, however he challenged the significance of these single-issue groups have, is synonymous with the public interest and he thinks they are not. These issues are assumed to represent the public interest rather than being established or found from learnings.

IOPC Lead agreed with point 1 and acknowledged point 2, in which he explained these areas of complaints are looked into to improve public confidence.

Decision: Chiefs supported the launch of the new five-year strategy called 'Building Trust and Confidence in Policing' and would provide feedback to the IOPC.

Decision: IOPC will arrange force visits to present and join up areas of learning.

UK Football Policing Unit (UKFPU) Update

Action: UKFPU will write out to all chiefs on costed football policing matches in relation to cost recovery of policing premiership football matches

Session 10 – Workforce Coordination Committee

The Chair introduced the session and the NPCC Lead for the Police Uplift Programme (PUP).

The NPCC Lead for the PUP introduced the Uplift Hub, a space for learning, best practice, and guidance. The Uplift Hub has had a soft launch and is being trialed with a handful of individuals and forces but will be fully live within the next three weeks with marketing of the site increasing. The NPCC Lead asked Chiefs to advertise and use the platform as it is extremely useful, in which information and learning will be uploaded onto the platform.

The NPCC Lead outlined the importance of completing the onboarding survey, which is the third year this has been completed. The data collected is very valuable and feeds into differing forums including the pay remuneration work.

Action: Chiefs to drive the completion of the onboarding survey.

The NPCC Lead gave an update on the communication plan relating to the 20,000 police uplift plan. The

lead informed Chiefs, the stats around the 20,000 officers is owned by the Office of National Statistics and as a result are embargoed until the 26 April 2023.

The NPCC Lead then explained the PUP had 3 main outcomes:

1. Recruit 20,000 additional officers by March 2023.
2. Increase police capacity with more front-line policing to help prevent crime.
3. Support forces to use the uplift to become more representative of the communities they serve by recruiting candidates from a diverse range of backgrounds.

The lead outlined the importance of policing showing return on investment. In relation to this:

- The Home Office are carrying out work to highlight the cost/benefit of the 20,000 officer investment in policing.
- The methodology of how the impact of 20,000 officers can be measured is being looked at.
- The Home Office will be using an evidence-based approach which looks at officers and staff.
- The lead is aware there is already a lot of data collected and numerous requests for information and has asked the Home Office to minimise requests, if data already available and to link in with other reviews to streamline data requests.

There will be three broad areas the Home Office review will consider, with the first report scheduled to be produced in September 2023. The three areas are:

1. Policing as a service.
2. Policing as an employer
3. Long-term policing and crime outcomes

Transferee update

The NPCC Lead outlined the scale of transferees between forces over the last two years and highlighted significant growth of the movement across forces. The lead outlined the benefit of the previous transfer moratorium to enable forces to reach their uplift targets but now recommends no moratorium on transfer between forces as PUP targets have been reached.

Chiefs made the following observations:

- Important to have collaborative discussions between forces, particularly those in the South East, which are disproportionately impacted by the cost of living. This discussion would allow forces to present findings to the government and Police Remuneration Review Body in relation to allowances.
- One Chief outlined support for a collaborative approach to transferees and recruitment as penalties for not reaching targets can be impactful.
- Further Chiefs outlined they agreed with the NPCC Lead and do not support a further moratorium.

The NPCC Chair summarised discussions:

- Agreed discussions are needed in relation to the South East allowance.
- Outlined the importance of workforce planning and collectively moving forward are key and proposed not implementing moratorium at this stage.

PUP Evaluation

Decision: First report will be published in September with the 3 evaluation areas as:

- Policing as a service.
- Policing as an employer
- Long-term policing and crime outcomes

Decision: Requests for data and contacts will go out to all forces.

Moratorium on Transferees Discussion

Decision: A decision was agreed not to impose another moratorium at this stage.

Uplift Information Hub

Decision: Hub site has gone live and in the next 3 weeks the team will advertise the site more broadly to all forces.

Decision: Onboarding survey will be circulated to all chiefs for response.

Decision: Chief Constables to drive the completion of the onboarding survey.

Decision: Further comms will be circulated on the additional officers uplift by the 26 April.

Session 11 – Continuous Integrity Screening Update

Decision: Chiefs noted the update on the progress of the Historical Data Wash and the ongoing work to identify a longer term solution for continuous integrity screening.

Decision: Chiefs noted the update and following next steps:

- FOI Publication Strategy completed.
- Dedicated site on Chiefs' Net for forces – comms.
- Funding approved by Home Office to appoint a PM and ICT Business Analyst.
- Scope the business requirement for policing, and explore available options.
- Work with Home Office, NPCC Portfolios etc re interdependencies of work.
- Report into the Prevention Programme Team and CC Kennedy.

Session 12 – Transforming Forensics Update

In March 2021, CCC commissioned a review of the Forensic Capability Network (FCN). This was undertaken by Sir Craig Mackay and completed at the end of 2021. Following the recommendations, management of FCN was transferred to Police Digital Services (PDS) in December 2022, with oversight from the lead and Forensic Portfolio.

The review considered some key objectives; Forensic Network, Knowledge sharing, Coordinate response, horizon scanning and innovation. With new focus from April 2022 to concentrate upon key issues identified which impact successful forensic determination; quality & accreditation, marketplace, research and digital forensic.

The Home Office currently funds forensic capability and there is much scrutiny around expenditure. This funding stream ceases April 2024. In April 2020, the Home Office grant equated to £5.5m, in the imminent new financial year it has been reduced to £3.2m.

The lead recommended, CCC on behalf of police forces develops a delivery plan to ensure future value for money meets capabilities and supports forensic evidence requirements. To ensure key deliveries around; cost avoidance, research, workforce and achieve digital forensics.

In parallel commercial reassurance activities should be undertaken with the service provider company, together with the production of a memorandum of understanding (MoU) which sets out clear roles and responsibilities with oversight from the FCN Portfolio.

The lead explained the relationship with PDS continues to evolve and will see the roll out of fingerprint capability.

There is currently a national working group which acts as a forensic community to force senior forensic leads and is chaired by Michell Painter – West Midlands. They act as a reference group for forces, problem solving and contribute to FCN work.

The lead asked CCC to consider some key questions, which would support further discussions at this forum in the near future. How should FCN be funded in the future? Who should host, Dorset or potentially consider a new host?

The lead took questions:

- **CLOSED**

detailed numbers broken down around specific work undertaken by the laboratories, to evidence the demand which Police require.

- BLC gave oversight of some of the current market issues experienced by the laboratory, highlighting the financial burden and risk to forces to achieve forensic delivery. Which included factors around, Covid, cashflow, staffing challenges and capacity.
- **CLOSED**

Decision: Chiefs agreed the hosting of national capabilities should be discussed as a substantive item at a future Chiefs' Council meeting.

Action: Chiefs agreed in principle the decisions in the paper as below however noted that the Finance Committee Chair should host an extraordinary meeting with all force chief finance officers to provide assurance to Police and Crime Commissioners (PCCs) on costs. Decisions from the paper are:

- Chiefs noted the progress, finalisation of the FCN strategic review restructure and direction of travel for future activities.
- Chiefs agreed that the additional staff redundancy costs, currently being held by Dorset police, are covered by the proposed force contributions.
- Chiefs supported for early consideration of the future arrangements for the FCN in terms of its Hosting and funding for the financial year 2024/25 onwards.

Decision: NPCC lead will be write up and circulate all decisions to chiefs.

Decision: Review of UCAS requirements and reduction of burden of accreditation forensics will be brought back to a future Chiefs' Council meeting.

Session 13 – Minister of State for Crime, Policing and Fire

Minister Chris Philp (CP) acknowledged Nick Ephgrave's retirement, wanting to note his gratitude for his many years of service.

The Minister also welcomed the close working he has had with NPCC Chair over recent months and indicated he looks forward to this continuing with NPCC Chair successor.

The Minister covered a range of topics:

- On trust & confidence:
 - This is a topic of significant public and parliamentary interest and the Casey Review included deeply troubling commentary which applies to forces outside of MPS too.
 - Fixing trust and confidence is not just the right thing to do ethically and morally, but a necessary step to enable the police to do their job as well as they possibly can. Policing is underpinned by public consent and active public support of the police is important for both prevention and detection.
 - There must be no tolerance for misconduct, including that which may have previously been dismissed as 'banter'.
 - The Home Office are reviewing the rules around dismissal of police officers. The Minister's view is that the current rules are too bureaucratic with Legally Qualified Chairs restricting Chief Constables' ability to control who is in their force. Changes will require

- secondary legislation, not primary, and can be implemented quickly, in the coming weeks and months.
 - It is important that there is a willingness and/or an obligation to call out problems at all ranks.
 - The Minister thanked the College of Policing and CEO for its work on the code of practice, HMICFRS and the HMI for their work to produce a rapid review of progress against their report into vetting, misconduct and misogyny, and to the NPCC lead for the historic PND data wash work.
- On the Police Uplift Programme:
 - The final figures for the Uplift Programme will be announced on the 26 April 2023.
 - 42 out of 43 Home Office forces have either met or exceeded their target.
 - The Home Office is keen to maintain current figures and there will be checkpoints in September 2023 and March 2024.
 - Pension changes will become effective on 6 April 2023 and it is hoped this will assist in maintaining more experienced officers, alongside newer, more inexperienced officers.
- The Minister commended the College of Policing on their work to develop a non-degree entry route, noting the importance of ensuring there are various ways to get into policing.
- On finance:
 - A key element of his role is to get more money into policing.
 - The Minister has looked internally at Home Office expenditure on things such as surveys and enabled precept flexibility to provide forces with more income. As a result, £550m extra is going to forces (4%). The Minister acknowledged that this is not in line with inflation and conversations are occurring on a weekly basis with the Treasury.
 - If the pay settlement is about 3/3.5% this will cause unbudgeted pressures.
- On efficiencies, the Home Office is looking to get the NHS to take up mental health work and referenced the right care, right person model in Humberside which the Home Office are looking to roll out everywhere. The Minister is hopeful all the relevant documentation and guidance will be ready by the Summer and implementation can occur quickly after this.
- On crime recording, an announcement on changes will be made in the next two to three weeks and it is anticipated the changes will be effective in early May 2023 and will save an estimated 1m hours.
- On charging, the red and green charging decision approach is being rolled out across the country following it working in Wales, Merseyside and Cheshire.
- On redaction, The Minister is looking at ways to reduce the current burden on forces.
- On crime prevention, The Minister reflected on the fact CSEW figures show crime has been going down for the last 10 years and this needs to be better communicated.
- On rape, serious sexual assault and violence against women and girls (VAWG), The Minister commented on the shocking low prosecution rates for rape and hopes the rollout of Operation Soteria will begin to address this, in which the increases seen in Avon and Somerset is mimicked across the country.
- On the Anti-Social Behaviour (ASB) action plan, The Minister urged Chiefs to give the plan a high level of attention as ASB is a form of disorder which most of the public experience and it can drive a sense of fear and create an environment where escalation can occur (broken windows theory).
- On hotspot policing, The Minister has looked at the data and found that it can be effective at suppressing crime rather than just displacing it.

- On actionable evidence, The Minister will be looking into this in the coming weeks and months as there is a public expectation when intelligence is actionable it should be followed up, especially in light of Wayne Couzens.
- The Minister also commended the work of the NPCC Chief Scientific Advisor and NPCC leads regarding the use of technology to tackle crime. The Minister noted his particular interest in facial recognition becoming a main crime fighting technique and referenced an example of live facial recognition being used to tackle shoplifting.
- The Minister closed by inviting Chiefs to contact him with any other areas he should be looking into. The Minister thanked Chiefs for their work on a critically important mission.

Chiefs provided the following questions and answers to the Minister:

- NPCC Finance Lead, welcomed the Minister's comments of doing his utmost to secure the best financial package for policing but noted the lack of capital grants has impacted forces, borrowing is up and reserves are down. Furthermore, on the Minister comments about the pay increase, 3.5% is not affordable without impacts on police staff numbers which will then impact on frontline delivery.
 - o The Minister congratulated the new NPCC finance committee chair on his appointment and welcomed a meeting after the Easter break. The Minister added he would be happy to discuss the capital point in more detail and commented on the range of options available to forces including asset disposals, borrowing, reserves. The Minister reflected the minimum policing should get is what NHS get.
- NPCC Forensics Lead, noted the increasing burden being placed on forces by the forensics accreditation, both in terms of time and cost, and requested a discussion with the Minister on how to reduce this.
 - o The Minister agreed with the forensic lead concerns and welcomed a discussion on how this is implemented without significant additional cost and additional bureaucracy.
 - o The Minister also commended Cambridgeshire for having the highest percentage for case file quality.
- Chiefs reflected on the importance of retaining officers and the fact some people are choosing to leave the force due to financial reasons. Chiefs flagged the proposal from Hampshire PCC which outlines more radical options to maintain specialist roles and upskill new officers.
 - o The Minister noted he is supportive of the Hampshire PCC ideas as retaining the experience for a few more years would be immensely beneficial to help train new officers. The Minister would need to persuade the Treasury, but commented he is personally convinced.
- Chiefs reflected if policing is going to be asked to deliver significant areas of work as part of any manifesto commitments, there must also be a promise to increase resources. Chiefs added policing is very good at what it does and can make a high societal difference with the right level of investment.
 - o The Minister reiterated a key part of his role is making the case to Government to get more resources into policing and will use the levers directly at his disposal but the bigger moves require Prime Minister or Chancellor sign off. The Minister promised to continue to push for additional funding, flagging key successes including VRUs and GRIP.

Decision: Chiefs welcomed the engagement and discussion with the Policing Minister.

Session 14 – Delivery Landscape Reform Programme

The lead reminded attendees that Delivery Landscape Reform Strategy (DLRS) was discussed at CCC in February 2023, the proposal was for the transfer of IT out of the Home Office and into the control of

the Police. February's CCC was generally supportive of the proposal, with an action for the lead to provide an update to March's CCC regarding the Strategic Change and Investment Board (SCIB) outcome. The chair provided reassurance there would be collective assurance Policing would maintain control and the opportunities the strategy presents Policing in the longer term can be exploited.

The lead articulated some elements being presented were a work in progress, particularly in terms of the governance arrangements (and the decision-making processes within). The lead expressed discussions were ongoing, and shared the SCIB decision was to endorse the proposal. SCIB held on the 13 March 2023 endorsed the strategic direction (transition control and ownership of National Police IT from the Home Office back to the Sector/Policing). SCIB actioned to start the work to scope the transition and develop the governance framework.

The lead described what would be covered in the presentation: the governance, the capability of Police Digital Service (PDS), assurance of PDS responsibility, links to broader technology and the resourcing need.

The Chair presented the key decisions made at SCIB. SCIB reaffirmed the strategic direction, noted there will be development of a long-term strategy to support the implementation. SCIB agreed the mobilisation of a programme to implement the initial phase which focuses on: transition of the low risk and smaller systems, and PDS capability to take ownership and maintenance. The Chair added the NCA would be involved regarding some specific systems and would become the provider of choice for development of new systems.

The mobilised joint change programme, the chair shared, would focus on the principles for CCC agreement to ensure control & setting the pace of change/transfer i.e. a memorandum of agreement. Describing this would be done in an iterative way and the diagram in the presentation articulated the gateway process. The gateway steps consider: the scope of the system, the risks and mitigation (to ensure strong due diligence), PDS position/capability to receive the technology and finally the service transition. The lead added part of the thorough due diligence included the commissioning control and funding.

The chair referred to a previous CCC agenda item, relating to the Forensics network. Stating the team had initiated the work already, recognising the immaturity of the organisation, suggesting there was further work to be done collectively.

The chair confirmed that one of said principles would be that any in-flight development work would not be transferred. So partly developed systems would not be transitioned/moved.

The chair described the proposed governance and decision making processes; calling out the make up of the joint programme team which would be funded by the Home Office. Said team representing all relevant stakeholder groups, would provide the best outcome for Policing, in a diligent way.

In terms of the broader governance, the lead described the proposed forums:

- a Silver Transition Management Group, which would make the initial transfer assessment.
- a Gold Chief's & Senior Reference Group, which would include Chief's who volunteered to support (as requested at the February Chief's Council).
- finally with an underlying Programme Board, with the constituent key stakeholders represented.

The lead referred to the presentation slide regarding Gate one of the stage gate process, which is Due Diligence on Systems. The key points of considerations were:

- Finance and funding – consider what the charge should be and what it would be going forward. The lead was optimistic whereby savings and efficiencies could be found, as she felt Policing was currently being overcharged.
- People and HR – there would need to be transfer of people from the Home Office into PDS. JF noted this is what happened with the establishment of the National Management Centre (NMC).
- Data – ensure understanding of who owns it and who has control of the data.
- Cyber security.
- The system technology – i.e. the architecture, whether there is a technical debt, if there have been commitments around development and if they have been seen through.
- Pre-procurement and contracts.
- Considering ongoing development need and pausing system development prior to movement.
- Finally, the 24/7 support requirement - with some of the larger systems having teams in the Home Office with this operational support, which needs to be transitioned in the medium term to PDS.

The chair explained what wasn't presented, as this is still being worked through with stakeholder and the PDS board, was how in the medium term PDS would be held to account on delivery of these systems into BAU. Including the development of the systems and ensuring value for money. The lead didn't believe it was the current PDS board remit in its entirety and another forum alongside would need to take the lead on control and have the ability to hold accountability. The lead stated this element would be brought back to a future CCC for further discussion.

Chiefs were asked whether they had any questions but none were raised.

The NPCC Chair summarised despite the lead presenting DLRP in a short time, the amount of effort and work that has been involved should not go unrecognised. The Chair felt the programme was the right approach and agreed with the lead's feelings that Policing was currently being overcharged. The Chair reflected there is still a lot of hard work ahead, to get Policing to where it needs to be. The Chair felt the governance and gateway process were key to ensuring systems would be in the right state prior to it moving over, and that there were some legitimate concerns about PDS capability.

Decision: Chiefs agreed the following next steps:

- Mobilise a joint change programme.
- Memorandum of agreement development.
- Proposal to come back to Council on decision making process / Governance.

Session 15 – CT Policing Update

No minutes were taken for this item and the decisions will be recorded.

Independent Review into Prevent

Decision: Chiefs agreed the following next steps:

- Continue to support the Home Office to deliver the recommendations in the IRP.
- Work with partners and frontline police to understand any impact on policing.
- The Home Office will be installing some 'light governance' on progress, through the Prevent Oversight Group, that will report back to the Home Secretary on a monthly basis.

CT General Update

Decision: Chiefs' Council in July to host secret session.

Decision: First aid learning programme relaunch will come in July to all forces.

Decision: Chiefs noted the update.

Manchester Arena Inquiry

Decision: Chiefs noted the next steps:

- MAI Communications and Activity Requests to Forces.
- Coordinated Communications - NPCC, Tri –Service and JESIP.
- Resource site on NPCC ChiefsNet.
- Road Map of Delivering MAI Recommendations.
- Successfully Embedding JESIP.

Session 16 – Crime Coordination Committee

Serious and Organised Crime Update

Covered in Session 7.

Update on Cyber and Economic Crime

Committee Chair AC Louisa Rolfe noted they have been closely engaging with the Director General of the National Crime Agency (NCA) to improve ways of working between them.

The update was delivered by a joint team from the portfolio and NCA, covering three key areas, namely: The Cyber Response Strategy which was previously discussed at regional CCC; a further update on the Cyber operating model previously discussed at CCC February 2023; and a general update from the portfolio.

Cyber response strategy – it was noted two significant cyber-attacks were committed against policing during summer 2022. This new strategy, covering the whole of the UK, aims to specify how the police service should respond to such attacks and is based on learning arising from these incidents. A new cadre of leads has been established, for which each region is requested to nominate one nominee by mid-April 2023 prior to the intended go live date for the strategy by the end of July 2023. Concerns around abstraction of Chief Officers for this request was acknowledged, but the commitment is not anticipated to be too onerous. Police Scotland noted some of their concerns had been covered in the presentation; and the Portfolio lead sought support and agreement from Chiefs to take the strategy forward.

Cyber target operating model – forces were reminded of the decision at CCC February 2023, in which option two would be taken forward, with inclusion of a lead model as per option three. The focus of the model will be on Computer Misuse Act 1990 and linked offending, with other investigations being

considered by exception. Also, a new Cyber Crime Delivery Plan will be delivered. The Counter Terrorism lead Counter Terrorism Policing (CTP) noted the approach is similar to CTP and queried whether forces are accountable to Regional Organised Crime Units (ROCU).

General update – two major dark web sites were taken down at the end of 2022 including one which had been set up by NCA to gather intelligence. NCA is now seeing a much greater overlap between cyber offending and fraudulent activity. A brief outline was provided of the National Strategic Assessment of Serious and Organised Crime and its alignment to three pillars of the yet to be published but forthcoming Home Office Fraud Strategy, which are:

- **Pursue fraudsters** – including creation of a ‘national fraud squad’ which will make best use of and pooling resources and use of intelligence, making better use of interventions against criminality to prevent fraudulent activity before it can take place;
- **Working with private sector to block fraud** – ongoing difficulty in getting across anti-fraud messaging to public was referred to; and
- **Empower people** – including emphasising the importance of reaching out to forces, individual units and teams which have been visited by the portfolio.

On 29 March 2023, the portfolio lead and NCA Director General attended the Economic and Cyber Crime Board which also involved private sector representation. Good progress was reported, with financial sector and telecommunications companies and Ofcom in terms of addressing issues within their responsibilities.

The portfolio is working with the College of Policing to develop a new people strategy.

Difficulties in getting on top of threat from cryptocurrencies were briefly referred to and are understood to have overtaken former forms of money laundering. It was also noted there is currently very little capacity across the criminal justice system, but attempts are ongoing to grow this and increase associated analytical capacity.

Draft proposals for a National Fraud Network were outlined which would align with the Government’s Fraud Strategy once this is launched.

The portfolio lead outlined the three NSTCG priorities for 2023-24 and concluded efforts are going in the right direction and referred to the importance attached to economic crime and fraud by Government.

National Economic Crime Workforce Strategy

Decision: Chiefs supported the following next steps:

- Review existing capacity and capability
- Develop options and recommendations for the next 6 – 24 months, specifically to deliver the uplift required under the Fraud Reform and AMLAR programmes of work.
- Develop a longer term strategy – requirements for the next 2 – 5 years. Review looking at partnership working and innovation in this area.

National Cyber Security Incident Response Strategy

Decision: Chiefs agreed the implementation of the strategy. See slide 8 for the overall decisions for the strategy as this was submitted as a regional paper to Chiefs’ Council.

Session 17 – College of Policing

Chief Executive Officer (CEO) of the College of Policing outlined the objectives for the session -

- Principle is to agree on the nature of the fourth route of entry, which needs to be implemented by April 2024. This needs true partnership between the College and Policing and decision made on the fourth entry route to policing, which would want public support.
- Update on Police Education Qualification Framework (PEQF) from PEQF Optimisation Group Chair.

Asking to reach agreement to enable the College to go away and design the requirement.

Update from PEQF Chair:

- Optimisation group purpose to ensure PEQF entry routes are optimal and meeting the needs of forces, users, and stakeholders.
- Optimisation Group is a challenge panel and critical friend to the College in making improvements.
- The panel is made up of technical experts, regional representatives, staff associations and higher education establishments also represented.
- PEQF currently does not have the full confidence of all forces, staff associations and representatives.
- College now aware of the challenges around the effective implementation of PEQF, the main challenges are:
 1. Student officer work life balance - struggle to learn becoming a police officer and gain a degree with 65% of students outlining they did not have enough protected learning time, 79% would improve through less academic work and only 3% attracted to policing due to being able to gain a degree and two thirds of student officers having to study on rest days.
 2. Forces struggling to provide protected learning time due to resourcing.
 3. Cost - Not sure of the actual cost of additional entry routes and if it is good value for money.
 4. Not clear of what good implementation looks like with limited consistency across forces.
- The Optimisation Plan will be focused on developing a new entry route design ensuring the degree entry route is vocational and fit for purpose, significantly reducing amount of university-based tuition and protected learning time with course work being work based.
- In the process of developing a single procurement route for all forces.
- The Optimisation Group and stakeholders have real confidence in the plan.

Update on the fourth entry route:

- JN gave the background on the fourth entry route.
- Draft design principles created and shared for transparency - not final product and final design principals not created.
- Agreement around maintaining high standards, de-couple PEQF and fourth entry route (not solving issues with PEQF with fourth route), need mitigation against a two-tier education system and require a consistency of outcomes.
- Disagreements relating to what academic equivalent level this entry route should be. Also disagreement on whether the fourth route should be an accredited programme.
- Mapped out how differing accredited/non-accredited routes would work.
- Pragmatic solution would be level five route which is not accredited, with the College setting standards and providing the curriculum and licensing to forces and providing quality assurance to maintain standards and consistency. This also gives the flexibility for future accreditation.

CEO of the College of Policing Summarised proposal:

- PEQF Optimisation Group Chair continues to work with forces on PEQF Optimisation.
- Non-degree entry needed by April 2024 - view this should be level five non accredited route.
- Important there is standardisation across all forces.

Chiefs raised the following points:

- A number of Chiefs gave support for the proposal and outlined the need for a consistent national standard.
- Outlined this is a simplified practical solution.
- Many agreed the College of Policing need to set the standards to maintain consistency.
- Chiefs recognised the need for a fourth entry route.
- Some forces asked for further clarification around draw down on apprenticeship levy for PEQF.
- One individual outlined the importance of engaging universities at a national level in relation to optimising the PEQF.

CEO of the College of Policing outlined he was grateful for support and pragmatism.

Decision: Chiefs agreed the following decisions:

- Work around PEQF optimisation will continue.
- Fourth route work to progress to meet timeline.
- Fourth route will be a level 5 non - accredited qualification.
- Opportunity will exist for individuals to further their levels and for the College to seek accreditation in the future.

Action: CEO of the College will write to PCC's outlining the decision from Chief Constables Council.

Any other Business

None raised.

DATE OF NEXT MEETING

The next full CCC meeting will be held on **24-25 May 2023**.