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Chief Constables' Council Minutes

20-21 March 2024

Attendees

AC Gavin Stephens	NPCC Chair
DCC Jon Reilly	Avon and Somerset
CC Trevor Rodenhurst	Bedfordshire
ACC Vicki Evans	Cambridgeshire
CC Mark Roberts	Cheshire
A/Cmsr Pete O'Doherty	City of London
DCC Victoria Fuller	Cleveland
CC Rob Carden	Cumbria
CC Rachel Swann	Derbyshire Constabulary
DCC Jim Colwill	Devon and Cornwall
CC Amanda Pearson	Dorset
CC Rachel Bacon	Durham
CC Dr Richard Lewis	Dyfed-Powys
CC Ben-Julian Harrington	Essex

CC Rod Hansen	Gloucestershire
CC Stephen Watson	Greater Manchester
CC Pam Kelly	Gwent
CC Scott Chilton	Hampshire
CC Charlie Hall	Hertfordshire
CC Paul Anderson	Humberside
CC Tim Smith	Kent
T/CC Sacha Hatchett	Lancashire
CC Rob Nixon	Leicestershire
DCC Paul Gibson	Lincolnshire
CC Serena Kennedy	Merseyside
Dep Cmsr Dame Lynne Owens	Metropolitan Police Service
AC Matt Jukes	Metropolitan Police Service
AC Matt Twist	Metropolitan Police Service
AC Louisa Rolfe	Metropolitan Police Service
CC Amanda Blakeman	North Wales
CC Paul Sanford	Norfolk Constabulary
A/CC Ivan Balhatchet	Northamptonshire
CC Kate Meynell	Nottinghamshire
CC Vanessa Jardine	Northumbria
CC Elliot Foskett	North Yorkshire
ACC Tim Mairs	Police Scotland
CC Jon Boutcher	Police Service for Northern Ireland
ACC Ryan Henderson	Police Service for Northern Ireland
CC James Vaughan	South Wales
CC Lauren Poultney	South Yorkshire
DCC Jon Roy	Staffordshire
CC Rachel Kearton	Suffolk
CC Tim De Meyer	Surrey
DCC Dave McClaren	Sussex
CC Jason Hogg	Thames Valley
CC Debra Tedds	Warwickshire
DCC Alex Franklin-Smith	Warwickshire
T/CC Alex Murray	West Mercia
CC Craig Guildford	West Midlands
CC John Robins	West Yorkshire
CC Catherine Roper	Wiltshire
CC Lucy D'Orsi	British Transport Police
Mike Furness	British Transport Police
CC Simon Chesterman	Civil Nuclear Constabulary
CEO Andy Marsh	College of Policing
DG Graeme Biggar	National Crime Agency
CC Melanie Dales	Ministry of Defence Police
Provost Marshall Sarah Pringle-Smith	Royal Military Police

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

In attendance

ACC Jonathan Roberts
DCC Ian Critchley
DCC Janette McCormick
Chris Haward
T/DAC Alison Heydari

Closed

Closed

Closed

Ch Supt Tony Josephs

Closed

Closed

Professor Paul Taylor

Closed

Closed

DCC Maggie Blyth

Closed

ACC Mark Williams

Gemma Stannard

Closed

Closed

Closed

Closed

Closed

Closed

Closed

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Closed

Closed

Closed

Closed

Closed

Closed

Closed

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

Garda Police
NPCC Lead for Tackling Organised Exploitation
NPCC Strategic Workforce Lead
NPCC Serious and Organised Crime Lead
NPCC Police Race Action Plan (PRAP) Lead
International Association of Chief Police
International Association of Chief Police
International Association of Chief Police
NPCC Digital Public Contact
Digital, Data and Technology Coordination Committee
NPCC Finance Committee Coordinator
NPCC Chief Scientific Officer Policing
CEO BlueLight Commercial
Performance Management Committee Coordinator
NPCC Violence Against Women and Girls Lead
College of Policing
NPoCC
NPCC Strategic Hub Lead
NPCC Staff Officer to Strategic Hub Lead
NPCC Head of Organisational Development and Change
NPCC Strategy, Planning and Performance Lead
NPCC Business and Chiefs' Council Manager
NPCC Staff Officer to NPCC Chair
NPCC Freedom of Information Act Officer
NPCC Deputy Head of Communications
NPCC Business Support Assistant
NPoCC Business Support Assistant
NPCC Business Support Officer
NPCC Business Support Officer
NPCC Business Support Assistant
NPCC Executive Assistant to NPCC Chair
NPCC Senior ODC Manager
NPCC SPP Manager

SESSION 1:

MINUTES AND ACTIONS FROM PREVIOUS MEETING

The minutes for the previous meetings held were agreed:

Decision: December 2023 – Agreed

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

Parish Notices

The chair welcomed visitors to Chief Constables' Council (CCC). The following new appointments were mentioned at the meeting:

- Tim Forber has become Chief Constable of North Yorkshire Police.
- Kyle Gordon has become Chief Constable of West Mercia Police.
- Paul Gibson has become Chief Constable of Lincolnshire Police
- Sascha Hatchett has become Chief Constable of Lancashire Constabulary.
- The Chair announced that a lead has now been found for ESN and that CC Tim Smith has taken on this role.

The Chair commented that the focus of this event would be on the future direction of UK policing with CCC being an opportunity for Chiefs to get their thoughts aligned and form a consensus now about what their focus is for reform for future policing before the impending election and the potential transition in government.

Action: NPCC Workforce Coordination Committee Chair role will be circulated on ChiefsNet for all chief officers to apply.

Action: New lead letter confirming appointment to be circulated on ChiefsNet.

Chair's Update

Home Secretary – State of Policing Update

There was an exchange with the Home Secretary on additional powers which had been requested but is now in abeyance and there was a further exchange of letters setting out that the legislative changes are not going to be possible, and the issues need to be addressed through collaborative working across the sector. The Chief Officer appointment work is still ongoing. There are no plans to progress one of the key actions about Inspection of PCC activity. Although discussions with potential incoming government around central powers are still live, there are not going to be any changes currently. They have written out to strengthen PPOG activity and colleagues have been getting inspection results coming in.

The State of Policing report has been put back until after the PCC elections. It is likely to be quite vocal on financial resilience and workforce etc.

Decision: Chiefs noted the update.

CCC Decision Making

It was agreed previously to move CCC meetings to quarterly meetings with 3 in person and 1 meeting online. Feedback received from forces regarding CCC meetings has been to get the dates in early to secure good rates at the venues and with a good choice of accommodation.

The 75% voting threshold is now in place for these meetings with a 3D approach being applied to the papers – for decision, for discussion or for dissemination to Chiefs. Going forward, the papers will be split out into must read material with a supporting pack to cut down on reading time for Chiefs.

Decision: Chiefs noted the update.

Action: Next CCC in July a trial for splitting out the pack.

Anti-Corruption and Abuse Service

Thanks were expressed to everyone supporting the launch of the cross nations anti-corruption and abuse service. In the first 5 days there were 211 contacts made with the Service and 130 disseminations to 30 forces which should be a very worthwhile service.

Decision: Chiefs noted the update.

All Chief Officers Day – 13 June 24

Some of the items from this CCC agenda have been moved to the Chief Officers day which is on the 13 June. For example, a session on creating anti racist organisations has been moved to the Chief Officers Day and Chiefs are asked to encourage their Chief Officer teams to attend this event.

Action: Next all chief officers diary invite would be circulated to all chief officers and forces for June.

Decision: Chiefs noted the update.

Chief Officers Strategic Hub Benefits Survey

There is also a survey for Chief Officers to complete relating to the Hub which all Chief Officers are encouraged to return, and it is in the form of a QR code. This is important information not only to see how the Hub is performing but it is part of an agreement with the Home Office that they provide this feedback and helps support funding for the Hub.

Decision: Chiefs were directed to the QR code survey in the room and the chair encouraged all chiefs to complete.

Police Staff Week of Celebration and Recognition

The Police staff week of recognition went very well with thanks expressed to those involved with its organisation. There were local events going on that week with the positive message being promoted of the benefits and importance of having a balanced workforce.

Chiefs were directed to the overview provided for the Police Staff Week of Celebration and Recognition. This ranged from an event held at the College of Policing to events hosted locally with forces.

Decision: Chiefs noted the update.

Public Order and Public Safety Conference

Action: Public Order and Public Safety Conference 9-11 April would be circulated on ChiefsNet.

Current Operational Demands:

Support to the Paris Olympics

An update was provided to bring colleagues up to speed with communications DAC Taylor had sent in late January to Chief Officer colleagues on behalf of the French Embassy with the request to provide some support to Paris Olympics this Summer.

There are significant challenges to consider - the safety of officers and a rapidly collapsing timeline for the first deployment.

There are the 2 May elections with the need to brief new PCCs with the Section 22 sign off going forward.

The benefits are that the UK have sold the second highest number of tickets so far for the Olympics.

There will be people from all communities attending and across all forces. Staff will get to see multiple international law enforcement colleagues and there will be reward and recognition opportunities. There is a lot of stakeholder engagement involved with the Police Federation who are briefed and supportive around officer support and legal protection, NPCC Comms are working on some key messaging with government colleagues. There has been engagement with the UK Military.

They are waiting on a financial letter to provide more detail.

Comments and views expressed by Chiefs were the issue of the Euros in Germany with 3-5,000 fans due to attend and deployment has already been arranged for this which will overlap with the Paris Olympics for a week. There are practical challenges for forces – it cannot be done on rest day working so there will be an operational impact on forces. The officers will not have the specialist skills. Some forces expressed their concerns about the challenges with deploying officers over the 10-week Summer period. Questions were also raised about the command structure – what is the national structure? They are waiting on information from Team GB regarding this and there will be further discussions on this.

Decision: Chiefs supported agreement in principle to progress deployment. It was agreed that it's the decision of chiefs individually to deploy officers to support with local pressures being taken into account and NPoCC would come back with full briefing on resourcing numbers required.

Decision: Chiefs noted the update.

National Gold Coordination

Undertakers Investigation:

A warrant was obtained to search an Undertakers which resulted in some shocking discoveries. A full Disaster Victim Identification (DVI) process had to be gone through. A thank you was expressed to forces who have helped as well as the Casualty bureau and they have gone out to mutual aid in terms of DVI. The biggest impact on their team currently is on investigative capacity. The Ministerial interest is significant – the national issues and what the government is focusing on is regulation which is not in place and there is lack of inspection. The Council are encouraged to use the Fire service with the LRF to do some further inspections of undertakers. The community impact is significant. The government are in debates with the Home Office looking to go at early regulation in terms of undertakers and looking at the licensing. This may flush out other cases across the country which may have an impact on other forces.

Accountability Review Update:

They have continued to lobby into the Home Office, but the pace and progress has been slow. Some of the risks which they have tried to mitigate with this review do still exist. There will be a white paper. They will be consulting around measures on timeliness of investigations, a judge led review of whole accountability process and use of force in line with police training.

There is a written ministerial statement on what they are prepared to do, and they will write out to Chiefs.

A letter has been written to government around contingency plans which the government will need to put in place if Firearms officers decide not to carry their firearms anymore.

There needs to be something positive and supportive coming out from the accountability review. The two questions being asked by the Home Office are:

- In the event of Officers stepping back again, are other firearms officers prepared to work in London to cover the gap?
- In the event of an officer being convicted are officers still prepared to carry firearms?

Views are invited from Chiefs at CCC as to whether if the Police Service is in the same position as they were in London earlier in the year, they would be willing for their officers to be deployed to London to step in to fill in the gaps in the CTS and ARV network.

Previously the majority of forces have said no as they do not want to put their officers in jeopardy but also, they have their own public in their own geographical area to protect.

Some of the comments from Chiefs were that their officers would go to the MPS, but they would not be willing to carry a firearm. Chiefs commented on the impact all this has on their families with the suggestion that more work could be done on the support package for firearms officers. It was also commented on how this has had an impact on officers' confidence with a reduction in officers taking risks. For example, the stop and search rate has diminished but knife crime is going up. Officers are not wanting to be pursuit trained and are not confident in using their powers to discharge their duties. This in turn will affect the public's confidence in policing.

The Accountability Review is crucial and needs to be completed.

Decision: Release joint statement with the Home Secretary announcing a range of both legislative and non-legislative proposals which he intends to take forward to address the pressing concerns raised by officers about the police accountability system.

Decision: Chiefs noted all the assessments from gold coordination for national operations taking place across the UK. Further assessment and reporting updates to go out on ChiefsNet.

Defending Democracy Policing Protocol

There are no changes to the threat level to members of Parliament. There has been success in the extension of the Bridger approach – the supportive SPOC in forces is to be only a needs basis for the wider population of candidates. There are 20,000 people who are locally elected Councillors and PCCs and there was a clear view that this should only be on a needs basis. When extending that offer for briefings on personal security to that 20,000 about 900 have taken this up. This is focused both geographically and at women in public life and those with ethnic minorities and particularly where there is intersectionality on both. There is a rise in reports of intimidation and harassment particularly online and the scale will be challenging in the next period. With 40,00 polling stations in the UK, it will be beyond the Service's capacity to police them except for a needs or risk basis. Protests at people's homes is viewed as unacceptable and Section 42 gives powers for police officers to move people on and there are other powers where police can intervene at offices and other events.

The issue of hate crime and how this can discourage minority groups from applying for Senior roles was discussed. **Closed**

There was a discussion amongst Chiefs about the need for a consistent approach to these incidents, with the discussion about whether forces should disengage from the use of the social media platform X and the balance between keeping the lines of positive engagement open with the public versus the negative audience it attracts.

The issue of vetting was also mentioned with the calling out of anonymous accounts and how offenders can be held to account and questions raised around the effectiveness of the safety bill.

Decision: Chiefs agreed in principle following discussion of victim-centric response to social media companies on the unacceptable and disgusting hate speech via the platforms and lack of action. Chiefs supported the discussion on a coordinated and consistent approach to similar occurrences.

Action: The NPCC Communications Advisory Group (CAG) to coordinate national policing response from discussions with all chiefs to social media platforms.

Police Race Action Plan Update

Chiefs noted the following updates:

- Internal and external communication strategy – These have now been baselined and will be living documents.
- Community and external stakeholder engagement is being amplified. A national stakeholder event took place in Birmingham on 23 February 2024 with press coverage.
- Consulting with Black community on reiteration of plan.
- National Community Reference Group – This has now been established with an external chair taking this forward. This was recommended by ISOB to strengthen external integration and advice from communities on reiteration of the Plan.
- Grassroot organisations are carrying out community engagement to establish priorities for the Plan going forward.

Regional Papers

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

An Inspection of Vetting Misconduct and Misogyny in the Police Service

Decision: Chiefs noted the update.

NPCC Hub – Strategic Risk Approach

Decisions: Chiefs noted the update in the paper and supported the direction of travel.

Police Pension Future Briefing

Decisions: Chiefs noted the update in the paper and decided to bring back a full business case to the future Chief Constables' Council to be held in September 2024.

PSNI Data Breach Police Information Assurance

Decisions: Chiefs noted the update.

Transforming National Contact Management

Decisions: Chiefs noted the update in the paper and supported the direction of travel. Please see session 4 on the publication of data decision.

Cyber Security Strategy for National Policing

Decisions: Chiefs noted contents of the paper and supported the strategy.

Update on Digital Forensics – HMICFRS Recs

Decisions: To be noted and points disseminated but paper will be taken back to be discussed in a future Crime Coordination Committee meeting with an action for Nick Dean to liaise with Lousia Rolfe on next steps.

Transportation of Licenced Offenders (Probation)

Decisions: Consensus for option 2. It will then need to undergo further discussion of costings with the Ministry of Justice before bringing back to a later Chiefs' Council

DDaCS Full Business Case

Decisions: Chiefs agreed operational case and supported recommendation Option 2 (a commitment to fund DDaCS for one year) as this presents the best compromise between cost and delivery. A further business case paper will return to Council later this year with more exact costs for the full lifetime of the project along with the results of DDaCS testing.

Session 2 – Preparing for a Change in Government – Setting the Scene (Part 1)

The chair introduced the session and outlined this will be a forward facing discussion. How policing should be delivered is a key area of discussion and how we spend the money we currently receive effectively.

Key drivers for discussion:

- **Finances** - large deficit in policing (£3bn) and demand is continuing to grow and current financial settlement is not meeting requirements. Meeting the net zero challenge will cost circa £800m.
- **Changing Nature of the Threat** - Crime is now becoming global, with three quarters of online fraud in the UK from overseas and over half of crime carried out online.
- **Local vs National** - £200m inflationary impact that will need to be absorbed before savings made. Important to focus on specific targets and by bringing IT spend together we would be able to save approx. 8 - 10%.
- **Delivery Landscape Reform Programme** - Many opportunities to coordinate resources more effectively.
- **Counter Terrorism Policing** - Substantial investment in CT Policing and very wide reach into local policing, however, significant time and finance are being spent on managing the complexities of working in numerous local forces areas. There is also a strain on forces to support with staff. Now could be the time to fully understand how we want these relationships to work.
- **National Services** - The current national structure is confused and complex, we make this work but it is not streamlined and could we more it work better.

The Chair outlined it is important for colleagues to have discussion and debate on how policing should be structured in the future and how national structure should look to get the best out of local policing. There are many options out there, but we should inform the discussion.

The Chair highlighted the Agenda for Reform work and similar themes within Criminal Justice and Science and Technology and highlighted the following key areas:

- A workforce fit for the future
- Crime prevention at the heart of policing
- Reform of the Criminal Justice system
- Overhaul the way policing uses science and technology
- Create a sustainable funding model

The final point is certainly one of the bigger challenges, this needs to be seen as protected funding and we need the evidence to demonstrate the impact on policing if investment is sustainable.

Key questions for debate:

- What are the key risks and opportunities for the future?
- Should national arrangements be reviewed and revised early in the next parliament?
- What is the appetite to progress discussions with the (potential) new government?

The Chair highlighted the importance of discussion.

Session 2 – Preparing for a Change in Government – Setting the Scene (Part 2)

Following discussions Chief Constables raised the following points:

- The role of PCC's and how they can inhibit or progress national work. There are many gaps in the portfolio space, there is a lot of work, and it can be difficult to achieve national consensus. Could there be a national centre for policing. There needs to be a change on how national portfolios are managed. (More fire power)
- Funding issues - in one force area policing budget has come down 3% since 2010 whereas education and health have increased between 5 and 10% over the same period.
- Important not to miss the opportunity an election brings to focus government and highlight what needs to change. Some Chiefs highlighted the prospect of advocating for a commission.
- Highlighted the funding is not in place to deliver everything government expects. Volume and capacity is not equal.
- It is important to put a proposal on the table, with specific options if not general agreement.
- A Chief highlighted their own thoughts on how to progress including - technological advancement, work force, national and regional structure.
- We must pragmatically accept finding extra funding is extremely difficult. We need to champion the positive work that is occurring and highlight the areas where influence cannot be exerted due to limited funding.
- Stronger system around the national centre is required, where analysis can take place and provide further influence.
- The nature of crime and capabilities has changed, therefore policing needs to adapt and strengthen the national structure.
- One Chief believed the time is now, and structures need to be put in place now to move this debate forward to ensure we are best placed for the post-election period.
- One Chief highlighted an option of larger regional forces, to keep local link to communities and neighbourhoods.
- The Chair highlighted the flow of money does not go centrally, it goes locally, and then subsequent conversations need to be had for national work.
- We need to emphasise that while 20,000 officers were very welcome, key focus needs to be on the whole system approach.
- Highlighted the benefits of smaller collaborative structures.
- Importance of governance structure not only around national structures but day to day areas of business.
- Important for the centre to have a statutory power/structure.
- Is there an opportunity to nationalise key areas of business, with particular focus around big system savings.
- The Chair highlighted it is encouraging to see Chiefs are forward leaning around working towards change.
- 1st Week of June Ex CCC. Allocate headings to Chief Leads to inform a paper. (headings) This needs to be written down and everyone needs to be signed up. We need to be clear on the mission of policing. Description of governance and structures. Capabilities - local, regional, and national. Workforce, accountability, science and technology, NPCC HQ -
- Not starting from the beginning - there is much content from the agenda for reform.
- Dependencies - sub sections - implications/mitigations

The Chair thanked colleagues for the debate and candour.

Moving forward the following work will take place:

- To produce a paper that sets out NPCC's position on police reform.
- The paper will include the following chapters:

a) Mission of Policing.

b) The Policing Profession

- c) The Criminal Justice System
- d) Capabilities
- e) Workforce
- f) Science, Technology & Data
- g) financial resilience
- h) Structures
- i) Governance & Accountability

Decision: Chiefs were supportive of the approach through the collation of chapters work. 9 areas were discussed and agreed as best headings to focus on including capturing any dependencies. Chiefs supported the following next steps: (1) Creation of a timeline within an 8-week period. (2) Paper to come back through Council regional process for chiefs to further feedback on. (3) Extraordinary Council meeting would be planned in June to discuss paper.

Decision: During discussions it was agreed the NPCC would lead work to develop a paper that sets out NPCC's position on police reform. The paper will include several key chapters which will be written by relevant NPCC leads. The Chapters are to be submitted to the NPCC by May 6th and will be compiled into one document and share with Chief Constables on 20th May in advance of an extraordinary regional meeting. Collated regional feedback will be circulated to all Chief Constables on the 7th June in advance of extraordinary CCC to be held on Tuesday 11th June.

Decisions:

- An extraordinary Chiefs' Council will be held early June
- Chapters to be submitted by **May 6th 2024**
- The chapters will be compiled into a single product by the NPCC Strategic Hub
- The compiled document will be shared with Chiefs on 20th May

Session 3 – NPCC Criminal Justice Coordination Committee

The lead introduced the session which focused on an overview of key updates from the Criminal Justice Coordination Committee, and he thanked the team including **Closed**, Committee Coordinator, for the detailed update papers that had been circulated within the CCC pack. The lead provided an overview of the areas that would be covered during the session and recapped on some of the challenges ongoing within the criminal justice's landscape which included:

- Lack of a national framework in place
- Continued high demand in the criminal justice system/court backlogs
- The potential loss of policing's voice in the CJ arena
- Challenges in the prison system and some of the associated risks and an overview of proposals to address these challenges
- Update on Op Safeguard led by DCC Nev Kemp
- The significant variation across forces in relation to their CJ response; work is ongoing to bring greater standardisation
- Update on the Victims Code and the potential for this to bring in some additionality for forces

The lead noted the improvements were being seen in file quality across the country and the greater focus by the Home Office and the MoJ to provide greater focus on arising issues at a strategic level – including LCJB's to be put on a statutory footing and greater significance on out of court resolutions.

The lead provided an update on activity the CJ committee were progressing following from the mandate that was provided at December 2023 Chiefs Council and provided an overview of the activity that was being progressed in three key areas;

Coordination: development of a Capability Maturity Matrix self-inspection tool and its future links with FMS, finalisation of a performance framework, CJ Digital Strategy which was supported by DDAT, OOCR two tier framework, case progression principles and work on Joint Improvement meetings

Collaboration: Significantly improved relationships with CPS, pilots ongoing around redaction activity, update on the DA charging pilot and agreement with the CPS to focus on key areas

Communication: completion of regional roadshows with good feedback, introduction of a CJ newsletter for forces and CJ professionals, sharing of best practice, greater engagement with heads of CJ and Crime

The lead provided an update on the landscape review and some of the early indicators of success which included the benefits of a structured governance system, the incorporation of CJ structures into force crime structures, a dedicated case file and review/challenge systems and the benefits of a holistic approach. A summary of the force engagement offer was discussed, and this included an update on the arising activity from each of the three levels.

The lead drew CCC members attention to the supporting papers that had been shared within the CCC pack which provided greater detail and sought areas of approval from Chief Constables. This included the CJCC 2030 strategy and an overview of the technology strategy which aimed to achieve success in some critical CJ areas. Members discussed some of the current challenges in the criminal justice system and the need to have a collective professional view on key areas and 'asks' on crucial issues including prison capacity challenges, court challenges, how to use out of court resolution options, the increase of prevention activity and how all stakeholders had a role to manage these challenges alongside the wider harm and risk picture. It was also stressed that policing CJ strategies had to include the activity that was required by partners and stakeholders to impact on risk and harm.

The lead updated on case progression and provided an overview of the key principles that all forces should adopt around pre and post charge activity and governance. The lead advised on some of the opportunities for criminal justice reform which would provide better systems working, greater empowerment for police and magistrates, maximising the IT and AI opportunities, review of DG6 and improved collaboration between the Crown Prosecution Service (CPS) and policing.

Decisions:

- Chiefs supported the direction of travel.
- Chiefs agreed to support & commit to releasing staff to enable Peer Reviews around CJ.
- Chiefs agreed both strategies, Performance framework and the Capability Maturity Matrix.

Action: Capability maturity matrix self-inspection tool developed and now agreed through Chiefs' Council will be circulated with a letter to all chiefs.

Session 4 – Performance

The NPCC Chair introduced the item and advised it would include an update on the development of a performance framework (which was an outstanding action allocated by the Her Majesty's Inspectorate of Constabulary (HMICFRS) and a discussion on what is the overall performance mission for policing going forward on key areas including protecting victims and bringing offenders to justice, preventing crime, achieving public satisfaction etc.

The NPCC Performance Management Coordination Committee (PMCC) lead provided an update on the HMICFRS report 'Getting a Grip' which involved a number of Chief Constables who had responsibilities on the arising recommendations. The lead highlighted activity to respond to recommendation 4 A (NPCC letter to HMI Andy Cooke outlining the number national performance frameworks. This recommendation

had been discharged and the letter had been shared with Chiefs which expressed frustration regarding the number of national performance frameworks - a total of 19 which did not include the variety of local measures that Chief Constables must manage.

The lead highlighted the historic background of how some of the national frameworks had arisen and advised that as a result of an action arising from the National Policing Board; he would meet with HMICFRS to discuss what a national performance framework for policing should look like and how it should be set by policing and housed in one place. The lead outlined some of the financial challenges that existed within the landscape and some areas that could assist going forward. The lead outlined some of the performance measures that were being considered and advised that this would be developed further in consultation with Chief Constables, Heads of Crime and the College of Policing.

The lead updated on other areas being progressed by PMCC including a future input into the Executive Leadership Programme on performance management and advised this would be supported by several updated hallmark guidance documents on performance management which would be shared to provide greater consistency across forces.

Following discussion there was supported to have one consistent national performance framework although caution was noted around the required associated data, its collation and interpretation. It was noted that going forward it was likely the productivity review work would sit with the College of Policing and a stakeholder group to progress this associated work would be established to which the HMICFRS would be invited, as well as the PMCC. It was also noted that it would be helpful to have an annual review process of the national performance framework which could be informed by other annual assessments including the State of Policing with full engagement from key stakeholders.

Action: Overall discussion and position should be shared back to Andy Cooke HMI around issues raised.

Update on 101 Performance Data

The lead introduced the item and provided a summary of the paper which updated on the work of the 101-performance data working group and the proposal to publish average call wait times to the public via the Police.Uk website. The lead summarised the engagement that had taken place with key leads and partners to establish a proposed average call wait time and an overview of the process undertaken with forces and regions regarding the proposals as outlined in the paper. The lead provided a summary of the process to measure the call wait time; where this commenced and ended and the implications of issues including the use of 'queue buster'. Members raised the following:

- Concerns around potential to use this data to create league tables
- Must have 'like for like' comparisons and must consider the potential variables and the implications for unfair comparisons
- How will abandoned calls be captured
- Need to agree and define start and finish points
- What is the driver for the work (excepting that transparency is key) – what is the public expectation around 101 data performance
- What would be considered 'good performance' and need to be realistic about any targets for a non-emergency line
- Areas of misalignment between forces, the resources allocated and use of queue buster platforms etc

Following discussion around points of concerns, it was agreed that it would be helpful to have the start and finish points defined and then a stay on publication for 6 months so that the data can be reviewed before publication. The lead advised that the team would be looking at reviewing 12 months of data (for 2023/24) in advance of publication and work would be undertaken to understand any anomalies and a supporting narrative agreed to assist with any future publication.

The NPCC Chair emphasised that to assist with the wider arguments that need to be made on behalf of policing – policing must have a consistency in counting start and finish points. Following the discussion, it was agreed that the data would be collated and issues including the use of queue buster etc would be addressed and before the data was reviewed and then a decision made on publication.

Decision: Chiefs discussed the decision required and agreed should hold on to the intention to publish Average Wait Time data to the public on POLICE.UK post the PCC election period. Chiefs agreed this should come back for review on publication in six months' time. This will allow a full review of the data held before publication. No commitment to publish it now.

Response Attendance

The lead introduced the item and provided a summary of the recommendations arising from the HMICFRS report that forces need to improve their ability to 'respond to the public'. The lead provided an overview of work to agree a standard approach of how attendance times are measured (agreed at CCC in September 2023) and to set a national standard for attendance times. The lead updated on work to progress the recommendation of how attendance times are measured, and this included the creation of a working group and the roll out of a pilot to explore data collection and report back on findings.

The lead updated on work to establish a national standard for attendance times and advised there was not a wide evidence base to draw on. The lead updated on the debates held by working groups and tactical meetings and the feedback provided at the previous Chiefs Council meeting in December 2023. The lead advised that a regional CCC paper process had been circulated which proposed a 15-minute target and this had the support of 21 forces and 22 forces who either did not support this target or had concerns. The lead summarised that following the regional paper and feedback received, the proposal was to recommend a 15 – 20-minute target with further work undertaken to explore definitions of rural and urban, 'at scene' and re-gradings.

Following discussion, members commented on the potential for unintended consequences to arise from this proposal and it was suggested that the national performance framework debate was required first to help provide the overall strategic performance picture and requirements. It was therefore suggested that whilst the recommendation was accepted, it should be deferred pending the development of the national performance framework which would give sufficient time to decide whether this was an area to include in the national framework. The resource demand to meet rural targets was also raised due to the geographical nature of some forces along with the need to reframe the conversation around required funding and the need for consistency in measuring and reporting.

Following discussion, it was proposed to pick this up as part of the wider national performance framework debate and an update would be provided to the HMICFRS on this.

Decision: Chiefs provided discussion to the recommendations in the paper. Chiefs supported trailing the recommendations and want all discussion points from the meeting to be part of the wider performance framework discussion.

Measuring Burglary Attendance Update

The lead introduced the paper which sought to set out how police forces in England and Wales are seeking to report on their compliance with the burglary attendance policy. This policy had been agreed by Chiefs Council in October 2022 and in March 2023 all forces had successfully introduced the policy. Following the adoption of the policy, there had been pressure (both ministerial and from the media) to publish associated data and the policing minister had written to formally request a process be put in place to

collate the data. Following consideration, a suggested process had been circulated to the regions – this had received broad support with some qualifying questions. The lead summarised the following areas:

- The agreed definition for the quarterly data set
- Overview of the attendance policy (it is for forces to decide the most appropriate responder)
- No stipulation of attendance timescales
- Update on best practice guidance
- The policy was not just focused on attendance – driving factors were to bring more offenders to justice, detecting more offenders and improving victim satisfaction
- There will be some occasions when policing does not attend for which there will be valid reasons and an explanatory narrative will be provided that outlines these reasons
- Data will be published in July and the NPCC Strategic Hub team will assist to ensure the data is available on the private version of the DCP (data will not be publicly available)
- Forces to consider publishing the data on their force websites

Members raised whether this should be considered as part of the wider national performance framework debate – it was noted that the debate on this had been agreed and therefore the commitment to provide the data had been made.

Decision: Chiefs supported the recommendation in the paper with the proposed approach to the publication of data related to attending home burglaries. Chiefs agreed next steps will be working with the NPCC to finalise the reporting collection approach with a view to capturing data from April 2024. Further details will be provided through the PMCC regional network.

Session 5 – College of Policing

Following the review of the Executive leadership programme (ELP) in 2021 at the Workforce Coordination Committee, it was recognised that there is need for promotion reform at sergeants and inspectors' level, due to the existing process was perceived as too lengthy, complex, inconsistently implemented across different police forces, and inflexible.

In March 2022, there were nine recommendations for short-term and long-term reform endorsed by Chiefs. The proposed reforms aim to simplify the process, ensure equal opportunities, prioritize operational competence, and focus on professional development. Moving forward, there will be a year-long test phase involving select police forces that evaluate the new process, with national changes expected no earlier than 2027.

Chief suggested to clarify their approach and address concerns. Chiefs also expressed the importance of the relevance of the knowledge test for officers focusing the goal to raise knowledge levels and qualify individuals for promotion.

ELP also focuses on several critical aspects, with primary goal is to enhance the pipeline for police leaders. These include assessing the role of the independent assessor, streamlining feedback from development centre, and balancing online and face-to-face assessment methods. Despite the pressure of continuous assessment, participants are benefiting from a high-quality learning experience.

While there is positive feedbacks regarding the quality, validity, and relevance of the core content, areas such as entry processes and assessment against core competencies could be improved. Chief suggested to have a consistent degree of feedback to address these needs while narrowing down the issues effectively when making necessary adjustments, and ensuring clarity in leadership continuity is crucial for the Cohort 3 participants' experience. Chiefs are expected for input on continue working and recommendation.

Next, Chiefs discussed about the entry routes. There is a new revised national curriculum for all entry roads with a greater focus on the things that matter most to policing such as investigative standards, vulnerability, the code of ethics. It is agreed that it is importance to exemplify the code of ethics and support individuals entering policing. Chief emphasizes continuous professional development throughout an individual's entire career, not just during the initial years.

Chief also provided an update on the progress made in the last 12 months regarding the new entry, now known as the police constable entry programme. Chief presented the predicted numbers for the next financial year and suggested using a blend of routes for recruitment, as each of those routes will attract different people.

Next, Chiefs mentioned about the result of 2022 survey which showed only 50% of forces delivered any training to their neighbourhood policing teams and was mostly outsourced whilst 70% of the feedback was it didn't equip them to do their job. To support for officers in respond to and solve things that matters most in their local communities, there are going to be six modules to this initiative that have been developed included community engagement, problem solving, targeting issues, protecting communities from serious and organised crime, prevention work, and then neighbourhood management.

Another area of focus is investigative standards, despite there was a new refreshed guidance, the challenge lies in translating guidance into effective on-the-ground practices. To resolve this, there was significant initiative focused on continuous improvement, this involves recognizing outstanding work and addressing gaps in managing offenders and evidence. The college plans to deliver knowledge-sharing events, update their app and guidance, and provide useful toolkits for practitioners, with the overarching goal is to stay relevant, dynamic, and connected to service needs.

Next, Chief expressed a challenge regarding inclusivity while dealing with staff networks. Some networks hold gender-critical beliefs, asserting that sex is biological and unchangeable. This stance creates tension with trans officers and communities. The college receives inquiries about its stance on these beliefs, and the Employment Tribunal recognizes them as protected under the Equality Act 2010. Despite this, the college aims to create safe spaces while navigating these complexities. There is working to define what constitutes a national staff network and ensure alignment with ethical standards.

Next, Chief mentioned about concern related to women of colour in policing and the National Black Police Association (BPA). Chief mentioned tension within the networks and the fallout between the National Association of Muslim in policing. Chief expressed concern about the emergence of different groups with the same interest in terms of national opposition.

Lastly, Chief discussed the issue of establishing a national network for the BPA. Chief emphasized the importance of not making any community or officer feel intimidated, the need for clear communication with colleagues regarding external engagement, and the importance of not being drawn into culture conflicts and instead focusing on the problems that policing is facing and suggested that being united is crucial.

Decision: Chiefs noted the update and once advice is obtained guidance will be established around developing national networks.

Action: Chiefs would forward any requests which come into their forces to chair of DEICC from groups looking to set themselves up as a staff network to help provide guidance.

Action: Further update would be circulated to all chiefs once legal advice has come back.

Decision: Chief Constables provided feedback on the options presented in the paper for testing of legal knowledge as part of sergeant / inspector promotion processes. **Option 3 recommended was agreed. The next steps outlined as follows was supported by chiefs:** **(1)** In partnership with test forces, the College will progress to the test and evaluation phase of the new promotion process from April 2024; this will continue until December 2025. **(2)** Throughout the test phase, the College will continue to provide updates to the NPCC National Leadership Working Group and Workforce Coordination Committee. **(3)** No decision has been made around the future promotion process yet and the findings from the test phase will be subject to ongoing evaluation. The College will present options and recommendations to Chief Constables' Council in 2026. **(4)** The current four-step promotion process is likely to continue in its current form until at least 2027.

Decision: Chiefs noted the update and College would work up recommendations from review delivery groups to share with chiefs and bring back further updates at future Council meetings.

Decision:

- Sergeants and inspectors' promotion reform: Work in partnership with the seven test forces and evaluate the findings
- Chiefs to attend the two extraordinary meetings of the Chief Officer Review delivery group to discuss the pre-programme and programme recommendations for ELP
- Police Constable entry programme: Plan with the head of L&D and the chief officer team on which entry routes to use.
- Use the investigation standards board to provide feedback to the College on the future requirements and improvement activities.

Action: Update to be circulated to all chiefs re the extraordinary chief officer review delivery group days 10 April and 15 May.

Session 6 – Angiolini Report

The NPCC Chair commented on the report being very helpful, dignified and incredibly powerful and complimented the inquiry team on their teamwork and efforts.

The published report was an extremely tough one for policing. The Home Secretary, and Commissioner of the Metropolitan Police Service (MPS) have both separately met with the Everard family. The NPCC Chair has met with the chief staff of the inquiry to discuss how progress can be reported and appropriate timing and continual feedback to the family about how policing is making the necessary changes.

The inquiry team are clear that the whole approach, mindset and totality of the package will change the system. For future recruits, forces are interested in their character which can be checked randomly.

The NPCC Chair discussed the governance and plan to run the group. The Ops standard gold group will examine the culture change for the service. It will run on a more frequent basis to have total oversight which has been agreed with the Home Office (HO) and College of Policing (CoP). A silver group will run underneath and will be chaired by the NPCC team. The delivery group will sit underneath the silver group. This working group will feedback from across the system. Chief Constable Chair will write to the inquiry team every few months to keep them and the family updated.

Chief Constables raised concerns about the media focusing on timings of some of the recommendations and the pressure of enacting them with immediate effect and communicating timescales. The NPCC Chair acknowledged this and announced a joint statement with the HO will clarify timescales, the

communications on this and the response.

Chiefs mentioned that this is Angiolini Part 1, so part 2 is on culture and part 3 on David Carrick. HO considers Angiolini as a failure of police leadership which may be partly true, but there is a high volume of work, and it does go beyond the leadership of the police service. Policing response to Part 1 will frame how part 2 and 3 are formulated.

Chiefs pointed out that there are 75 conclusions in the report, some of which require action and thoughts and some feeds into recommendations and some work was already in motion, whereas other needed to be initiated. There's some overlap, for example in recommendation 6 with the continuous integrity screening work.

Chief Constables were clear they need to examine those conclusions and the effect on forces as it is not just about the 16 recommendations. The NPCC Chair concurred there will be plenty of work for these groups to discuss the detail.

Deputy CEO of the CoP discussed that there is a clarity of focus around professionalising public protection for the next National Policing Board and government to evidence the demand and everything that falls into public protection. CoP can absorb many of the recommendations in relation to VAWG and Soteria. There is a cost to scoping some of the work and CoP will put a further funding request to the HO to fully focus on these recommendations. This will be leveraged to influence Part 2 of Angiolini around the professionalising public protection to show that this is not just about indecent exposure, but one part which needs to be tackled. The four P framework sets out VAWG on the same platform as Counter Terrorism (CT) and all the changes that are still needed around public protection, so that it is not classed as only a leadership culture issue. It needs to tackle VAWG more generally and assess where governments help is needed.

Chiefs mentioned the reality of the criminal justice (CJ) system that many of these offences will fall into the bracket of not getting a custodial sanction. What does effective protection of the public look like in this space? There were very powerful findings from Soteria of the impact on workforce of overwhelming caseloads. There will soon be a whole new scale of offending added to workloads.

The NPCC Chair wanted to set an example that things are changing. Chiefs discussed the vetting recommendations with the inquiry team, including the in-person home visits to understand the attitudes and motivations of an individual as a complete picture. The service and forces support it. However, there are some challenges and logistical difficulties with an increasing workload on inspectors, capacity and carrying out checks on new potential recruits and a question on finding the resource.

Chiefs discussed using feedback from recruitment teams about bad behaviour, attitudes such as being rude, demanding which could be an indicator of the first contact with recruitment teams that showcases the person is not the right fit to be an officer. There might be some unconscious bias however, but this could be a step to building the intelligence and trusting staff to add the first red flags during the onboarding process.

Chiefs suggested that once home visits are included, forces will have to work through it. To assist, it might be useful to action some academic research as to how it's undertaken, and what forces should be looking for and how to identify bad behaviours. The research can help policing and radically change it if there is a custody/police visitor scheme with independent members who can identify whether an individual should be recruited or not.

Forces are trying several things around vetting such as piloting psychological profiling of cadets,

automation and AI. Chiefs are happy to support this approach and pilot things but require some funding in relation to resourcing to achieve outcomes.

Chiefs support transparency, but there are an increasing number of people challenging vetting decisions and demanding transparency about why decisions have been taken. If a home visit is conducted and it is identified as a violent household which is qualified, then disclosure becomes very complex. It becomes a safeguarding situation. The lead for Vetting reassured Chiefs that policing does collect the data in the working group and this data on refusals is split by gender, ethnicity, appeals etc. The only way to appeal is a judicial review and all of this data is monitored which can be mapped moving forwards. The trends that are being showcased so far are an increase in refusals and an increase in panels chaired by either chief officers or others overturning decisions.

Chiefs discussed recommendation 13 and would like to enact randomised vetting the same way that forces carry out random drug testing whilst accelerating random drug testing in areas that are high risk. Being subject to a random check has a deterrent effect.

Some forces are linking in with the MPS to undergo a continuous integrity screening on Police National Database (PND) and investigating how they can support and develop this. Another approach is that officers are required to self-declare and there is a responsibility to do this before annual checks with PND. If officers haven't self-declared and something is discovered, then it is a potential misconduct offence. All forces should be carrying out annual integrity checks which covers financial, associations etc. Forces can comply with recommendation 13 if there is proper adherence to the checks which is set by the code and APP (Authorised Professional Practice). The demand and backlog to randomised testing is finding and freeing resource to deal with this.

On recommendation 14, in terms of the commitment to be an anti-sexist, anti-racist and anti-misogynistic organisation, the DEI lead asked for the wording to be changed slightly to be more inclusive and anti-discriminatory. So, it can include anti-homophobic, and anti-transphobic to achieve inclusivity against all similar behaviours.

Chief Constables' discussed recommendation 15 and the challenge with the Federation in terms of representation of officers in misconduct trials. Officers and staff particularly female victims and colleagues are being failed as they're not receiving adequate support. However, the national federation was not set up to deal with some of these issues and do not have the right training. The NPCC Chair discussed trying to find a way to draw in national associations.

The CEO of the CoP asked to be added to recommendation 15 as CoP is conducting some behavioural science work with hundreds of people, officers and staff across England and the world to understand what the barriers are and how to develop tactics and options to deal with them.

Decision: Chiefs' Council collectively agreed that we want as policing to become anti discriminatory as a service. We are committed to being an anti-discriminatory organisation. This means not only acting in a non-discriminatory way, but addressing systemic inequalities, disadvantage and discrimination.

Actions and Decisions

- The Diversity, Equity and Inclusion (DEI) committee needs to be involved with everything.
- The CEO of the COP suggested working with some forces to test some of the ideas on the recommendation of home visits and try not to prejudice DEI and answer some of these questions and challenges.
- The COP will write to forces about piloting different responses to tackle the barriers in recommendation 15.
- Chiefs agreed to focus on inclusion and address exclusion.

- Chiefs agreed there needs to be a very clear understanding with government of the scale of work and what police can and can't achieve realistically. It requires looking at the right care and right person solution and the effects.
- The working group needs to have a very broad look at the options. But the notion is to really understand that person before they are recruited.

Session 7 – NPCC Crime Coordination Committee

The first part of this session was chaired by the national lead for Serious and Organised Crime (SOC) about SOC. As part of this, slides were shown, and the points below are for items and questions not covered on the slides.

In addition to the first slide on the SOC Local Vision:

- Future conversations about the capabilities and capacities of SOC need to be held with the Crime Coordination Committee Chair and **Closed**.
- Also highlighted was the fact that the Coordination Committees are doing what they believe is the right approach using a collective idea to lead to the greater good rather than employing the SOC vision so there needs to be some rationalisation and clarity around that.

In addition to the second slide on ROCU Funding:

- The national lead detailed that, in addition to the £1.5m funding put back into the ROCUs, there is also a small amount, around £3.5m, that is being held back for review as to where it can be best spent to fund other projects. It will come back through the SOC Board and into the Crime Committee but projects under consideration include **Closed**. However, he did ask that if anyone had strong views about other projects, they should contact him directly by phone to discuss.

In addition to the third slide on APMIS:

- The need for training for APMIS as the system comes was highlighted and it will probably be a year before a consistent level of input, output and quality of data is achieved.

In addition to the fourth slide on the key metrics for the ROCU Network

- It was pointed out that the ROCUs are still heavily focused on **Closed**. and, although it is an improving position, more work needs to be done on Safeguarding and Child Protection, again referring to the four 'P's

In addition to the fifth slide on the ROCU Uplift Position:

- It was pointed out that discussions have already been held with the official opposition and we have been assured that SOC and ROCUs are at the forefront of their thinking and how they will leverage this to be comparable on the National Security threat with CT
- He also asked that the target deadline of year end is not treated as a finish line otherwise, within six months, the position will be back to where it was before the uplift, as it requires constant vigilance to keep the numbers up.

The next two slides were examples of the work and successes that ROCUs have achieved but to which there were no additional points.

In addition to the sixth slide on UC Claims:

- The lead gave a history of the CHIS claims and mentioned that Jonathan Beers QC had been consulted in relation to these and the advice that came was that

Closed

This prompted questions and comments as follows

- Most chiefs supported the proposition as a precedent to share the costs was set by other unrelated legal claims

• Closed

- Chiefs asked about the roles of a base and the BTCs in this process, as he believed that if they were involved, this would not get passed. However, the lead answered that it has not been briefed beyond the Chiefs because it is an operational decision that we have to pay for. However, the NPCC Chair added that, when the final amounts are received, if it is put up against anybody's schemes of delegation, we might not have a choice.
- Chiefs highlighted that he expected Police and Crime Commissioners (PCCs) pushback on this but, in the days before the current levels of governance oversight, many forces used UC officers, and this was not recorded. Therefore, this idea needs to form part of a collective approach when dealing with the PCCs. The lead answered that regular meetings are held with the two PCCs that lead on this, and they should be sighted on the issues. The NPCC Chair thought it should be bought back as a brief item for a regional paper post-decision and to have a look at the amounts of money involved.

• Closed

- NPCC Ops Coordination Committee chair asked if there was some way we can insure ourselves against these claims so that the funds do not keep coming out of stretched budgets. The NPCC chair answered that it can be pursued as an option. In addition, the lead stated that some of the claims have already been paid, some are being paid this financial year and some next financial year so asked for support from the NPCC Finance Coordination Committee. The chair of the committee replied that the Finance Coordination Committee has just set up an Insurance Working Group so this could be explored there.
- The NPCC Criminal Justice Coordination Committee asked when the invoices were due to start arriving and the lead answered that this is already happening, and the teams will be involved now mediation is taking place. The guidelines are in place and the method will be to get to the detail and then work out what is right for each one. Then, over the next 12 months, most of the cases will be resolved using this methodology. However, it may mean forces taking an initial financial hit that will then be cross charged.

Action: The lead then stated that he will come to the next Council with a regional paper to discuss two

potential options and a recommendation for which one to support.

The lead then returned to discuss a final slide on the TEI Authority CPD Event Update and highlighted that there are several Chiefs who had not either attended Common Professional Development (CPD) training or delegated someone to attend on their behalf. He stated that Independent Police Complaints Office (IPCO) are holding another event on 29 April 2024, and they will still accept applications for that event, but they will consider those to be non-compliant with the codes and regulations and these will show in future inspections. The expectation will be that everyone takes the training otherwise they will start to refuse them. He has also asked TEI Group to put on a further two events to ensure that everyone is up to date, or forces will end up with nobody in force who can do these warrants.

Chiefs commented that she had been on the training and felt that it was unfocused. She thought it needed to be refreshed as proper training and felt the College should be involved. The lead asked for feedback from others who had taken the course and said he would take this back for discussion so the training could be amended. However, he did state that it is currently the only option for TEI.

This was the last point of the SOC discussion.

Closed

Decision: Closed.

Decision: Closed.

Decision: Closed.

Decision: Closed.

Decision: Closed.

Decision: Chiefs noted the 24/25 Position and Next Steps as follows: (1) The Home Office grant to the SOC Portfolio was significantly lower than expected – as per previous slide. CC Rodenhurst had written to Chief Constables to outline an expectation that forces would need to fund their own licences. (2) However, the provision of additional funding from the Home Office means that licences can now be **fully funded for all forces**. (3) Licence allocations are based on small (27 forces), medium (nine forces) and large (seven forces) – informed by the number of licences used this year during rollout. The Programme team will inform force SPOCs of their allocations in due course. (4) The project team will continue to support forces to exploit the benefits of the system, record performance information consistently and see the rich picture of SOC threat and disruption activity. (5) There will be a requirement for forces to directly fund licences from 2025/26, when the current SR window concludes. A separate proposal will be brought forward for consideration by Council later this year.

Decision: Chiefs noted the ROCU update, and AC Rolfe confirmed this would come back through National Crime Coordination Committee.

Action: Paper for Op Olympus on approach with resourcing will be submitted through the July CCC regional process for feedback. Update will be circulated to all chiefs on 30 April.

Session 8 – International Association of Chief Police Officers (IACP)

The International Association of Chief Police Officers (IACP) provided a presentation outlining their values, an overview of their work, and its benefits. The IACP is a recognised leader in global policing, with their mission focusing on advancing policing professionalism.

Recognising the issues of sharing guidance and updates internationally, the IACP overcomes this by

providing services which allow their material to be accessed by forces across different continents and languages. The organisation would like to see intelligence and information sharing prioritised, particularly in the US.

The benefits of the IACP range across their global members to impact policing at a community level with several initiatives such as translation services, road safety programmes, and the Collaborative Reform Initiative Technical Assistance Centre (CRI-TAC) which allows smaller organisations to be assisted with training and resources.

The commitment to moving forward in professional policing is clear within the IACP through their continuing dedication to ensure each force is supported. Additionally, they supply access to policies and research across academia. Forces can distribute this locally to keep their officers and staff informed of new publications, reports, and recommendations from subject matter experts. A further benefit of the IACP's work is the global collaboration across several agencies such as **Closed** and **Closed**.

When Chief Constables queried the similarities and differences between discussions at Council and the IACP's work, the IACP recognised the likeness between issues in policing discussed at Council with those of their members, highlighting the view that policing internationally faces many of the same challenges across different sizes and scopes. Lack of trust in police was one of the main shared challenges raised across the US, UK, and Canada. One of the IACP's projects is a focused Trust Building Campaign which works to resolve the public's trust in police.

Closed.

Further points presented by Chiefs related to innovation. Specifying the importance of communication between police forces and other law enforcement agencies, as well as from industry partners. Mirroring earlier comments from the IACP representatives, Chiefs agreed most organisations and agencies across policing are facing similar challenges. The contents of the Angiolini Report were used as an example to demonstrate the shared issues.

Decision: Chiefs noted the discussion and agreed that IACP have made a real worldwide contribution to policing and would highlight the benefits of engagement and membership for future forces engagement.

Session 9 – NPCC Digital, Data and Technology Coordination Committee

The lead introduced the session and commented on the slides he showed during the meeting. The points below are in addition to the information contained on the slides.

With relation to the slide showing the National Policing Digital Strategy, the room was asked to consider their force's progress in relation to the Digital Ambition and Priorities

The lead went on to describe the size of the task and importance of DDaT CC by using ESN as an example, as this project runs from 2015 to 2036 with a whole life budget of £11.3 billion. He believed it should have its own Chief Constable in charge of it, but he is running it with support from Paul Taylor (NPCC CSA Team). The lead also stated that not all coordination committees are the same and that some should be structured differently to others.

As a result of this, a workshop was held in December to anonymously canvass the opinions of partners

and stakeholders in the DDaTCC. These opinions were then highlighted in the DDaT CC Workshop slide. When the main opinions were gathered, it was clear that DDaT CC has resourcing issues, an unfocussed leadership strategy, an imprecise delivery strategy and an undefined governance and accountability structure. Taking these deficits as a starting point, a delivery plan was drawn up with which to go to the Home Office and secure extra funding because, without this, DDaT CC becomes an impossibility. This then led into the slide on Capacity Issues.

An issue highlighted in the Operating Context slide was around Delivery Landscape Reform Programme (DLRP) in that the Home Office will not accept it until policing can assure them that there is no risk. This is because our Cyber Scrutiny and Assurance Standards differ slightly from the Home Office, particularly around Legacy Systems. However, this will be discussed at the next Chiefs' Council. There is also a question over whether Police Digital Service (PDS) will be able to grow exponentially to cover the additional demands and resources that cover DLRP.

As part of the summing up, the NPCC Chair reiterated the lead's words that when the document is authored for the current or future government, it needs to make absolutely clear that it cannot work in its current part-time, voluntary and disjointed structure and will need a proper organisational structure behind it to support the work.

The NPCC Chair then asked the room, in the interim, to consider some of the subgroup owners needed to keep DDaT CC afloat and build an office of support for the Committee.

Chiefs highlighted the roles of the Home Office and Police Reform Transformation Board in relation to her experiences in the Firearms Licencing Portfolio, where it appears that the Home Office are just looking to make decisions and spend the allotted budget without having any due diligence around effectiveness and delivery. She stated that portfolio holders need to understand what systems are owned by the portfolio, where these systems sit and what due diligence has been done around them.

The chair of the Blue Light Commercial (BLC) reinforced the idea of the Home Office not taking owners into account by highlighting a case where BLC were asked to draft papers with a due minimum, midpoint and maximum figure for a number of projects the Home Office were commissioning. The Home Office then ignored the plans and figures, gave a budget of £500k and asked BLC what they could do achieve with this money. However, due to the relationships that BLC already have, they were able to use these to ensure that the work they are doing was aligned with the plans because they want to ensure that there are no disconnections with the plans that could lead to money being wasted.

With no further questions, the session moved on to the second part – a look at Police National Database (PND) – that was delivered by the national lead. Slides were shown as part of this presentation and the points below are in addition to the material covered in the slides.

The lead outlined how PND fitted in as a strategic application and gave these key facts about it:

- Created as a response to the events in Soham in 2002
- Became a national IT system in 2004
- Codes of Practice put into place in 2010
- Main purpose is protecting children, looking at the threat posed by terrorism and disrupting a preventing Serious and Organised Crime.
- Current structure is that it reports into the Intel Board and Crime CC, links into DDaT CC from an assurance point of view and is hosted by the Home Office

On showing the first slide about the structure of PND, she asked for any forces considering instigating a new management system with regards to intelligence assets to link in with PND so integration and problem solving can be done before any contracts have been signed.

On the timeline slide, the lead outlined that, when she took over responsibility for it in 2017, it was a failing system. Since then, a development programme was put in place and the latest development was the launch of 'Elastic Searching'.

As part of the upgrade work, an unintentional outcome was the improvement of Facial Matching and this has led to the policing minister looking for a 100% increase of the use of Facial Matching in forces, which is being promoted by providing the additional training needed. The benefits of Facial Matching were then highlighted in the slide shown.

To conclude the presentation, the lead asked for forces to 'Think PND!' as it is a national capability and there is no other solution available that pulls the data together in the same way. She also asked for forces to identify their strategic lead for PND and to make sure that they are putting the appropriate focus on PND to achieve results. One further request was that forces invest time to build on the usage of PND so improvement can be sustained, allowing for continued conversation and debate with the Home Office, particularly in the cases where they might want to switch off parts of the system that we deem critical. Closed

The next part of the session was an update on the newly formed Science and Innovation Committee given by the new chair and the following points were given:

- The first committee meeting has been held and work around the strategic direction has started
- Alex Murray has been appointed as the AI Lead for Policing with support from Pete Gardener
- More work will be undertaken in May to better understand the landscape. This is particularly pressing as the government has announced a four-year/£234m investment in Science, Innovation and Technology to release productivity, although it is not clear what is being prioritised at present
- There is a currently a £15m underspend, so the committee has been approached to find ways of developing an operating fund that may help existing systems to innovate and improve
- A further £10m has been given to the College
- An independent report has been commissioned on Commissioning Routes that should deliver its findings by the end of April

The lead highlighted that fact that there is a great amount of innovation in existence, but we need to clarify our standards, how we cite market innovation and what a roll out of that would look like. The most important thing of this review is to keep in mind and understand who owns the innovation and how system benefits are being driven as there is difficulty getting clarity on what were the service innovation priorities. As a result, he will be writing to the Coordinating Committee chairs to help define and design a 'Problem Book' that will list the issues facing the CCs and, in turn, help to identify what innovations currently exist both within and without policing to solve the listed issues.

The lead also stated that the Regional Innovation Networks have been set up and, although there has been a good uptake in some areas, he will be writing to individual area leads and set out where the networks need refreshing.

The result of these two measures should lead to the following:

- Clearer definition of the large problems
- Greater knowledge of existing innovation industry
- Understanding of what already exists in terms of innovation in policing

From these results, the priorities can then be defined, money can be drawn in and a model/methodology formulated to kitemark, roll out and then give it out to be owned in order to drive efficiency.

The NPCC Chair then gave an example of the usefulness of the 'Problem Book' technique where its use in another application helped develop a prototype device that can shut down e-scooters and motorbikes, and could, with further development, be applied to normal cars by interfering with their electronic control systems.

The final part of the session was not directly related to DDaT CC or Science and Technology but Aviation. The lead gave an update with the following points:

- Aviation urgently needs a lead to take it forward
- A letter is being sent round about the potential for mid-air collisions between police drones and helicopters to avoid police on police incidents as there have been occasions where both drones and helicopters were deployed to the same incident without notifying the helicopter pilot about it
- In terms of fleet replacement, Blue Light Commercial have done a piece of work looking at the leasing of three helicopters in London and the purchase of a further seven. Unfortunately, at the time of procurement and due to the current world situation, prices have almost doubled meaning that, although the Home Office have found £15m to put into fleet replacement at the end of the year, if cannot offer any additional funds, forces will have to add more money to the existing £2.5m annual budget for fleet replacement.

Action: New lead for Aviation required and update placed on ChiefsNet seeking new lead - all chiefs encouraged to apply, and reminder will be circulated.

Action: Mid-air collisions and drones request will go out to all chiefs - request to task out will be included to all force leads.

Decision: Chiefs noted the fleet replacement update and further information would be shared to all forces via ChiefsNet going forwards.

Decision: Development of problem book circulation to all chiefs and coordination committee chairs in the next couple of weeks. All chiefs noted and agreed to feed back.

Decision: Chiefs noted the update and agreed to think PND for any national enquires for using this and invest time in force to improve its usage.

Action: DLRP session will be on the agenda for the July Chiefs' Council meeting and update circulated via ChiefsNet on current progress.

Decision: Chiefs noted the next steps in the presentation for the committee to take forward and agreed the asks as follows: **(1)** Chiefs would support in providing Leadership support to DDaTCC with SRO / IAO / Sub-board activity, **(2)** Supported appropriate resourcing to support DDaTCC and **(3)** Support from Coordination Committees and Forces to develop effective delivery strategy & plans.

Session 10 – Northern Ireland Legacy Act and Implementation of the Commissions Work

Presentation on high level introduction to the statutory framework in the act and particularly obligations

under Article 5, the Secretary of State (SoS) for Northern Ireland's affairs, and the obligation on chiefs.

Requirement to tell the SoS how many cases that CC's have on their books and the impact that might be on forces.

Possible provision of a communications message to victims and survivors across the UK for consistency, rather than 43 individual messages from different individual forces. This will inform families the next step should take legal advice or contact the Commission for further information.

There are about 100 cases across the UK not including all in Ireland going right back to the 1970s. The Commission covers from 1966 right up to 1988 across the UK and including Northern Ireland which included all troubles related murders and serious harm offences. Proposed launch in May, following SoS approval. As a result of the last court case, a High Court judgement said that The Commission could conduct investigations (Article 2 standard) and sufficiently independent. Shared with the Secretary Commission consultation document which comprised of 65 pieces and sets out all the work of the Commission, their responsibilities under the Legacy Act and includes high level explanation of Article 5, the statutory framework and some of the responsibilities and obligations that are on chief constables as well as the Commission.

The NPCC Chair mentioned the 1974 Guildford Pub bombings. Because the inquest was never concluded, that resulted in a case review, and consideration should be given to practical things that will be on chief's minds as to what does this mean for forces going forward.

The lead presented an explanation as to The Commission's roles and responsibilities. The Commission is an independent statutory body led by Board of Commissioners, led by Commissioner who is a former Lord Chief Justice of Northern Ireland. There is a majority, non-executive Commissioner board as well as a commissioner for investigations, and an external Assurance Group, which is looking at scrutinising how the Commission is proposing to operate. The Commission can use police powers.

The Act puts the principal objective on the Commission of promoting reconciliation. There is a requirement to comply with Human Rights Act and the Northern Ireland Act 1998. Once a request has been made that meets the criteria (the Commission can only investigate cases for which there is a request).

Under Section 4 of the Acts, there is duty not to cause any threats to life or prejudice or risk prejudice, national security. Where the state has provided information as part of an investigation, the Commission needs to consider whether any of the information is sensitive, and/or whether it can be disclosed. Crucial for Chief Constables, The Commission has the broad ranging power to require information from the State and from individuals. There is a power to refer cases for prosecution if the Commission feels that an investigation can support that action.

In terms of approach, there is a trauma informed approach in all the design. Psychologists and social work experts will be brought in to assist The Commission interactions with members of the public.

In terms of investigations, there are 6 elements that will be crucial to investigations. The Commission will investigate each case referred to them independently, thoroughly, and fairly. The Dylan judgement from the High Court challenge against the Act found that the Commission is capable of conducting independent investigations to an article 2 standard which means they are undertaking investigations promptly and proportionately. The Commission will make factual determinations supported by the available material. For most cases, the findings will be expressed to a civil standard on the balance of probabilities. At the end of every investigation, there will be a report. In summary, there is three stages to our investigation process, support, information recovery and findings and reports.

For the Commission there is an inculpability focus, which is where they will produce a report that says what happens, what happened in the case on the balance of probabilities, which might include naming perpetrators. The final one is liability focus, which is a criminal investigation where the Commission thinks it can support a prosecution, those will be the fewest in number in terms of our overall caseload.

The Chief Commissioner is responsible for assessing, evaluating, and producing reports based on the investigation, which will be made public.

Information disclosure is the most relevant to the police and other public authorities. Section 38(3) of the Act obliges chief constables to notify the SoS of any live investigations that troubles related.

The Northern Ireland Office are leading on this, but after 1st May there is a requirement to provide a list of cases, when they happened and the type of case. The SoS is under no obligation to do anything with that information.

The SoS can consider referring something to the Commission where there are outstanding article 2 and 3 obligations. Where that threshold is met, there will need to be a conversation with the Commission about the level of work involved and whether it was factored into their business case.

Section 5 is about the provision of information to the Commission which requires all relevant authorities listed in the acts, which includes all police forces to provide information in response to requests by the Commission.

The Chief Commissioner will determine what information is required for investigations. A request will be sent and then the obligation of some authorities to provide that information if they have it in an unredacted form. Obviously, some information held by police is sensitive and the act requires notification to The Commission if it is sensitive and how it should be treated. Should disclosure of sensitive information, The Commission is required to get permission from the Secretary of State to safeguard in terms information that would prejudice national security.

It is difficult to make a judgement to know how many detective teams to stand up at this stage. The Commission knows there are several big cases that will land but has no idea how many cases in England and Wales.

There are 3 elements required finishing before the 1st of May -

1. Of inquest cases which families have been waiting for will finish, some will finish second basket of cases.
2. Those cases that cannot finish by the 1st of May,
3. Cases of PII is. There's so much sensitive information that the coroner must stop the inquest because there is no framework to deal with that sensitive information in an inquest.

The Labour Party have indicated they would repeal the bill if they came into power.

Action: Team will circulate link to consultation document, 'ICRIR Operational Design Consultation' to all chiefs for feedback.

Any other Business

Royal Humane Society

Action: Letter would be published on ChiefsNet to all chiefs regarding event in September.

DATE OF NEXT MEETING The next full CCC meeting will be held on **10-11 July 2024**.