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Chief Constables' Council Minutes

19-20 March 2025

Attendees

| | |
|--------------------------|-------------------------|
| AC Gavin Stephens | NPCC Chair |
| CC Sara Crew | Avon and Somerset |
| CC Trevor Rodenhurst | Bedfordshire |
| CC Nick Dean | Cambridgeshire |
| CC Mark Roberts | Cheshire |
| Cmsr Pete O'Doherty | City of London |
| CC Mark Webster | Cleveland |
| CC Rob Carden | Cumbria |
| DCC Jim Colwill | Devon and Cornwall |
| CC Rachel Swann | Derbyshire Constabulary |
| CC Amanda Pearson | Dorset |
| CC Rachel Bacon | Durham |
| CC Dr Richard Lewis | Dyfed-Powys |
| CC Ben-Julian Harrington | Essex |

| | |
|------------------------|-------------------------------------|
| CC Maggie Blyth | Gloucestershire |
| CC Stephen Watson | Greater Manchester |
| CC Mark Hobrough | Gwent |
| CC Scott Chilton | Hampshire |
| CC Andy Prophet | Hertfordshire |
| CC Judi Heaton | Humberside |
| CC Tim Smith | Kent |
| DCC Peter Ayling | Kent |
| CC Sasha Hatchett | Lancashire |
| CC Rob Nixon | Leicestershire |
| CC Paul Gibson | Lincolnshire |
| CC Serena Kennedy | Merseyside |
| Sir Mark Rowley | Metropolitan Police Service |
| AC Matt Jukes | Metropolitan Police Service |
| AC Laurence Taylor | Metropolitan Police Service |
| AC Pippa Mills | Metropolitan Police Service |
| Cmsr Mark Rowley | Metropolitan Police Service |
| CC Amanda Blakeman | North Wales |
| CC Paul Sanford | Norfolk Constabulary |
| CC Ivan Balhatchet | Northamptonshire |
| CC Kate Meynell | Nottinghamshire |
| CC Vanessa Jardine | Northumbria |
| CC Tim Forber | North Yorkshire |
| CC Jo Farrell | Police Scotland |
| ACC Melanie Jones | Police Service for Northern Ireland |
| T/DCC Chris Todd | Police Service for Northern Ireland |
| CC James Vaughan | South Wales |
| CC Lauren Poultney | South Yorkshire |
| CC Chris Noble | Staffordshire |
| CC Rachel Kearton | Suffolk |
| CC Tim De Meyer | Surrey |
| CC Jo Shiner | Sussex |
| CC Jason Hogg | Thames Valley |
| CC Alex Franklin-Smith | Warwickshire |
| T/CC Richard Cooper | West Mercia |
| CC Craig Guildford | West Midlands |
| CC John Robins | West Yorkshire |
| CC Catherine Roper | Wiltshire |
| CC Lucy D'Orsi | British Transport Police |
| DCC Rachel Etebar | British Transport Police |
| CC Simon Chesterman | Civil Nuclear Constabulary |
| CEO Andy Marsh | College of Policing |
| Rachel Tuffin | College of Policing |
| CC Melanie Dales | Ministry of Defense Police |

Gp Capt Russ Foster-Jones
Col Kristian Rotchell
Col Mark Shapland
CO Damian Kitchen
CO Robin Smith
CO Russell Foster
Cmsr Ian McGrail

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

In attendance

Louisa Rolfe

Sarah Johnson
Paul Netherton

DAC Alison Heydari
Professor Paul Taylor

ACC Mark Williams
Gemma Stannard

No 10
NPCC Police Reform
NPCC Police Reform
Home Office
Ch Superintendent – NPCC PRAP Team
Ministry of Defense
National Police Chaplaincy
College of Policing
College of Policing
Police Digital Service (PDS)
NPCC Police Race Action Plan (PRAP) Lead
NPCC Chief Scientific Officer Policing
CEO BlueLight Commercial
NPoCC
NPCC Strategic Hub Lead
NPCC Head of Organisational Development and Change
NPCC Head of Communications
NPCC Business and Chiefs' Council Manager
NPCC Staff Officer to NPCC Chair
NPCC Business Support Assistant
NPCC Business Support Officer
NPCC Business Support Officer
NPCC Office Assistant
NPCC

NPCC Executive Assistant to NPCC Chair

SESSION 1:

MINUTES AND ACTIONS FROM PREVIOUS MEETING

The minutes for the previous meetings held were agreed:

Decision: December 2024 Minutes – Agreed

Action Log

All actions completed.

Parish Notices

The Chair welcomed visitors to the Chief Constables' Council (CCC).

The following new appointments were mentioned at the meeting:

- Ivan Balhatchet has been confirmed as the new CC for Northamptonshire Police.
- Chris Todd has been appointed as the new CC for Humberside Police taking over from Judi Heaton with many thanks expressed to her for her support, by stepping back into the role on an interim basis.

The following departures were mentioned at the meeting:

- It was announced that CC Rob Nixon and CC Serena Kennedy are retiring, and many thanks were expressed to them both for all their hard work and dedication to the Service.
- Dame Lynne Owens, Deputy Commissioner at the MET has also announced her retirement and the NPCC Chair wanted to put on record on behalf of the NPCC his thanks for her great contribution to policing and also to CC Mark Webster at Cleveland Police who has also announced his retirement.
- The Chair encouraged Chiefs to make contact with some of the candidates at the venue on the Executive Leadership Programme as well as colleagues on the Inspectors and Superintendents fast track.

Chair's Update

Long Service and Good Conduct Awards for PCSO and Police Staff

The NPCC Chair opened a discussion as to whether it would be right for PCSOs to receive a long service medal. It is the 20th Anniversary of the creation of the PCSO role, and a campaign has been started for this although views have not yet been sought at CCC. There has been engagement with the Home Office team on their thoughts, and their position is that if a policy decision were to be made that this should also include police staff as part of a blended workforce.

A discussion then took place with Chiefs being supportive of this proposal to include PCSO Officers and staff. Views from Chiefs included the fact that PCSO officers work on the front line and police staff shouldn't be dealt with differently to police officers. Modern policing is being dealt with by a blended workforce, so it is about alignment. 35% of the workforce are police staff and, in some forces, it is closer to 50% with the Service continuing to recruit more police staff.

Decision: It was agreed that this proposal would be picked up and delegated to the Workforce Committee to take forward.

Security and Information Leaks

The NPCC Chair reported that action needs to be taken going forward on security and information leaks with any future leaks being recorded as an Information Security breach and registered, with a small panel to address each one and to decide on the most appropriate course of action. There may be disclosures to the Information Commissioner's Office (ICO). They are also making enquiries with the CSA and CT teams regarding software which may be used to track leaking of documents. Chiefs commented on the threat these leaks pose to the meetings for honest and open discussions. The Chair stressed the utmost importance of the safe handling of CCC documents by both Chief Officers and staff.

Decision: A paper would be presented to chiefs at July CCC meeting providing an overview of how all document/information leaks will be dealt with as Information Security Breaches.

NPCC Chair Elections:

The Temporary Chair of the Performance Subcommittee raised with Chiefs that as the current NPCC Chair was almost two years in role, it was now time to start looking at the extension of the Chair's tenure/election process for this role. Previously, the NPCC Chair had a tenure of 2+2 years, but this changed in February 2022 when it went to a 3+2-year rule. The current Chair has already indicated verbally that he wishes to stay on but if anyone new wanted to be put forward for this role, then there would need to be an election process with a handover period.

Written notification should be received by early Summer as to whether the current Chair wishes to remain in post. A survey will also be circulated in July with the opportunity for Chiefs to be nominated to stand as NPCC Chair and if there is more than one candidate interested, then there will be a voting process administered through the NPCC.

A plea was also made for Chief Officers to come forward to be on the Performance Sub-Committee which works alongside the Audit Committee. It is a 3-year tenure with two officers currently reaching the end of their term. With nobody representing Wales or the South of the Midlands, Chiefs were asked to consider whether they have anyone they would consider putting forward for these roles as it doesn't have to be a Chief Constable.

A question was raised by the Vice President around the NPCC Chair role and whether the break point was in fact an opportunity for Chiefs to vote out the current incumbent rather if unhappy rather than seeking new nominations for this role. A discussion will take place to clarify the position on this.

Action: The Performance Sub Committee will write to all Chief Constables outlining the process, at which point Chief Constables will be able to highlight if they wish to implement a break clause at the 3-year point. If not the NPCC Chair can be extended for a further two years.

Continuous Integrity Screening Update:

An update was provided on Continuous Integrity Screening with the objectives being to develop national integrity screening capability as well as the development of the national integrity dashboard for national and force level data returns. The other two objectives are to widen this out to partner agencies.

The historical data wash results were issued in January 2024 with forces continuing to be impacted since. The governance of the programme was outlined including the 6 workstreams. There is the PND capability which is the work that the Home Office is assisting with to launch a product in 2026, workforce committee are leading on the workforce and data quality work, there is the stakeholder engagement and two other workstreams which are prioritising policing.

The workings of the system were discussed which will take all force HR data for all officers/staff volunteers and contractors into a HR schemer with 29 fields of data. The teams involved are taking on board feedback from the historical data wash and from Professional Standards Department teams with consideration of what additional fields they would like, and they are also working with the MET. The data is washed

through continuously. This is an automated process and part of the national PND team are working in the Home Office. They are in the discovery phase currently. The proof-of-concept stage is being progressed. Then there is the move to the pilot stage which is hoped to be in Autumn/Winter 2025. The Home Office is confident to get a good product out in Spring 2026 but there is a business case to be presented before that.

Stakeholder engagement has been critical with gold and silver meetings.

Some support is required from colleagues. The Workforce Committee asked all forces back in June to adopt the resource types as set out in the letter circulated and to date 20 forces have updated their HR systems so when they go live there are 29 compatible data fields to field into PND to help streamline performance data. Forces who haven't done this are encouraged to go back to the People Services team so the work can be finalised this year.

A letter has previously been sent to forces, and they will be written to me again regarding the PND uploads. If all data is not uploaded to PND, this will impact on trust and confidence. Heads of PSD have had an engagement session with the HR Schema with was very positive with good engagement.

The NPCC Chair then spoke about other matters and had a note from colleagues in the national risk management forum. He commented that force heads of risk now have a very active community supported by the Hub and that this is starting to help inform discussions with the Home Office about the bigger strategic risks. A thank you was expressed to Chiefs for support with getting their colleagues involved with this and there is an in-person workshop in June. Chiefs are encouraged to ask their force risk managers to stay involved with this positive work.

The NPCC Chair also stated that forces/regions who can are encouraged to support their colleagues in Scotland with the Emma Caldwell enquiry. It would be a two-year commitment but funded by Police Scotland with possibly a hybrid model of employing police staff investigators but with some oversight of experienced SIO's or those coming up to retirement.

The NPCC Chair also provided an update on Operation Olympus. The consensus has been that the special grant arrangement is not the way to fund these investigations. It will still have to be used for 2025/6, and the Chair thanked forces for their contributions. He stated that the Policing Minister had pushed the Department for Business to look at cross departmental funding which will be followed up at the next meeting.

In terms of the operation itself, they are still waiting for the report publication and after its release, it will take around six months to do a thorough assessment on this. Chiefs were thanked for their support in setting up regional teams. Engagement with the sub- postmasters has been positive with a website provided for updates. Briefings are being provided through PCCs in terms of victim services.

Decision: Chiefs noted the update.

Operational Demands - Grooming Gangs

Decision: Chiefs noted the update and no minutes taken as requested due to closed session.

Operational Demands - Op Olympos Platinum Meeting Update

Decision: Chiefs noted the update and no minutes taken as requested due to closed session.

Police Race Action Plan:

It was reported that the Police Race Action Team are about to release a significant update to be published on the 24th March. The focus will be on the future direction of the plan, the anti-racist commitment and the maturity matrix.

The anti-racist commitment has been out for consultation across all stakeholders. It sets out the goals of what they want to achieve in an anti-racist police service. The maturity matrix looks at more granular parts of the proposed model and measure forces progress. There is a pilot currently being run on this. The NBPA has been engaging with them. They have had the first meeting with the Crown Prosecution Service to look at a joint disproportionality board which will focus on delivering joint commitments with both the PRAP team and the CPS disproportionality plan. They are also carrying out force visits with 3/4 per month and they are hoping to visit every force by the end of the calendar year. This will be the 2nd meeting with the police minister with discussions focused on future role of HMICFRS in monitoring the delivery of the plan and a funding proposal for community scrutiny and streamlining of work. There have been some consultation events which have attracted good attendance and support. They have been developing proposals for the long-term scrutiny of the plan to support its governance and transition of the PRAP beyond the central team. Wave 3 of the Our Black Workforce survey went live last week. There will be a PRAP Conference taking place in May in London.

Decision: Chiefs noted the update.

Update on British Association of Women in Policing (BAWP):

The President of BAWP commented on how the organisation helps to support women across policing. They want to drive a positive culture across the forces. There has been some internal lack of confidence with some concerns that police staff have been raising. Discussions have taken place with the MPS Commissioner and Dame Diana Johnson has been written to as well as the Home Secretary about issues that police staff have been raising. The President encouraged Chiefs to take up corporate membership and encourage staff to attend the BAWP Awards event.

The barriers to women taking up roles in policing was discussed with the issue of online harassment experienced by women in Senior Policing roles who are particularly being targeted. The importance of allyship and supporting fellow women colleagues was discussed and Chiefs were invited to make suggestions for positive change in this space.

Decision: The Independent Review has extensive recommendations with Part 2 to follow and how CCC supports those recommendations will be an important next step. It was noted that there needs to be Home Office engagement and a clear position taken by CCC going forward.

Regional Papers

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

Action for all submission authors - Authors to liaise to regions on their respective feedback from chiefs gathered as per the regional process on the papers.

NPCC Strategic Hub – Risk Overview

Decision: Chiefs noted the paper and provided feedback.

Mobilisation Plan Update

Decision: Chiefs approved the mobilisation plan for implementation.

Body-Worn Video for Specially Trained Officers

Decision: Chiefs approved the mandate for the use of Body Worn Video by Specially Trained Officers (Taser officers).

National Command Doctrine

Decision: Chiefs approved the formal commission of a review, to be coordinated by the College of Policing and supported by NPoCC and a range of stakeholders, with a view to updating relevant Authorised Professional Practice (APP) and national guidance.

National Police Health and Wellbeing Strategy 24-26

Decision: Supported for implementation.

Review of National Wellbeing Survey – Final Update

Decision: Chiefs noted the update.

Disclosure and Barring Service (DBS) Strategic Direction

Decision: Chiefs did not support the paper, and this will go back through the NPCC Digital, Data and Technology Coordination Committee (DDaTCC) for further work following feedback.

National Data and Analytics Office PID and Roadmap

Decision: Chiefs noted the paper as no decisions required. The author will liaise with the regions to address feedback provided.

National Protected Characteristics Data Recording Standards in Police Systems

Decision: Chiefs noted the paper as no decisions required. The author has liaised with the forces above but will take the feedback to work through further within the Diversity, Equality and Inclusion Coordination Committee (DEICC). A further update will be provided to all chiefs.

Searching by Transgender Employees Police Service

Decision: Decision on the recommendation to approve the revised guidance to be made in substantive session for discussion in session 3 on the agenda.

NPCC Vetting Funding Requirements 2025/26

Decision: Decision on the recommendation to support this proposal (option 3 being the recommendation) to be made in substantive session for discussion in session 6 on the agenda.

NABIS 3 Year Funding 2025-28

Decision: Decisions on the recommendations to approve to be made in substantive session for discussion in session 3 on the agenda.

Session 2 – Operational Demand Discussion -Southport Review

The session provided an overview of the action taken following the Southport incident on 29 July 2024. This item was presented by Merseyside's Chief Constable (CC) and the NPCC Counter Terrorism (CT) Lead. Merseyside's CC began with a review of how misinformation and disinformation unfolded in the media.

Misinformation spread quickly regarding the name of an asylum seeker circulating online, Merseyside soon dispelled this name was incorrect. The community was reassured this was not being treated as a terror-related incident.

Merseyside's CC continued to highlight the learning from this incident. Chiefs were advised to ensure their force communications team have read the recommendations from the Nicola Bulley review and are confident with non-reportable briefings. Emphasis was placed on a note taking for meetings with the CPS around press statements as this became invaluable during this time. Further guidance centred on following the Five Eyes recommendations of media and social media after a terror attack; the importance of emergency service departments engaging with continuous and meaningful dialogue was also highlighted.

The CT Lead updated that at the time of the disorder, they had asked the government and intelligence community to help in understanding the contribution of misinformation and external actors in terms of the harm that were caused on the street. During the time of the disorder, social media activity saw spikes overnight due to bots starting up to further spread the content. Further attention will be given to cases that are ambiguous, sitting between a clear terror or non-terror incident, and work is underway at pace to ensure clarity for working together between regional forces, local forces, and CT. The Lead noted a second area of contempt of court consultation currently underway through the Law Commission, but underlined they are impressed with the independent review of terrorist legislation.

Chiefs were asked to share their experiences with misinformation and disinformation for guidance to be formed for future situations similar this Southport disorder. Chiefs noted that social media is uncontrollable despite the facts released. There is disappointment around Members of Parliament (MPs) and Barristers willfully being untruthful, leading to support for a conversation with government regarding how we can control people in those positions to act in a responsible fashion.

Chiefs raised that policing is resetting the relationship with the media and continues to make progress in this area, confidence in the media has been lost and policing must work towards regaining this. Chiefs were reminded not to forget the silent majority of the public who do support the police. In relation to misinformation, Chiefs reflected on the importance of building engagement to connect with the silent majority and build a mechanism of getting information to them via a small format i.e. WhatsApp and messages. The approach with the CPS should be how to work together and not return to a combative space. The CT Lead responded by informing Chiefs there is struggle in being able to control the moderation policies of social media such as 'X' but there could be work done to ensure former cabinet members, MPs, Mayors etc do not amplify messages and worsen disorder situations.

The CT Lead presented on prevent agencies, informing that work is underway to look at how to sharpen prevent intervention tools for individuals who are not acutely ideological, and how we can look at the front door that brings a lot of people into prevent that do not necessarily sit in the space of extremism. The vast majority of people who enter prevent are referred through mechanisms into local services, the Lead gave thoughts that Channel can be bigger and will look to expand the remit to deal with those fixated with violence but do not have ideology necessarily alongside the stronger on-repeat referrals. There is a need for help of partners to push for a more robust framework and ownership with the prioritisation of

interventions around a growing group in Channel. Regional ACCs who lead this work can assist in identifying the cohorts who have left the prevent system to be referred out and can recognise simple tasks and processes have not been taking place consistently. The Lead showed there is want to work together with forces to find out what happens to those individuals once they leave the prevent system and where attention is needed in local areas. There has been a growth in gore obsessed and violence fixated individuals with no clear ideology who are tapped into online sources that are causing wider harms than just in a CT and radicalisation space. Work is ongoing with to bring together a joint taskforce and to pitch to government for better investment in this.

Decision: Chiefs supported the following considerations for review, (1) Regional Prevent Coordinators are developing data to identify referrals (out of Prevent to local services). (2) CT Heads and Regional ACCs have access to the CTP London methodology for testing cohorts of referrals. (3) Local CONTEST Boards have a clear role in testing the strength of referrals out of Prevent into the wider system.

Session 3 – Regional Papers – Substantive Discussion Session – Closed Session

NABIS 3 Year Funding 2025-28

The NPCC NBIS Lead highlighted the following points:

- Paper on NBIS was formulated and agreed 7 years ago.
- Ongoing discussions have been had with the finance chair.
- Proposed solution of 3% rise for one year at which point the lead will come back to CCC, with further clarity and improved funding request.

Decision: The proposal was agreed by all Chief Constables and the NPCC Finance Chair as they highlighted it was important to provide continuity with this important work.

Searching by Transgender Employees Police Service

The NPCC Lead welcomed Chief Constables and outlined this discussion does not require any decisions but is a session to understand the current position and next steps.

It was highlighted that previous Transgender Search Guidance was withdrawn due to:

- The Equality and Human Rights Commission stating in their opinion it was unlawful.
- Divided Legal opinion.

The following difficulties were highlighted to describe the current situation. These were:

- PACE does not give a definition of sex.
- There are a number of competing legislations.
- The legal advice remains conflicted.
- Real divergence of opinion both inside and outside of policing.

Decision: Chief Constables debated the difficulties, the importance of having robust guidance in place and took into account the regional feedback. It was decided that the guidance will not be issued until the conclusion of the ongoing Women Scotland Ltd v The Scottish Ministers has concluded, and will also take into account other ongoing legal cases.

Session 4 – NPCC Criminal Justice Coordination Committee

The Chair introduced the session and in his last few days as chair of the Criminal Justice Committee, expressed his thanks to all those colleagues that had supported the work of the committee over the last few years. The Chair gave an overview of the session which would cover areas including a recap of the challenges within the CJ landscape, a review of the 2024 problem statement, some of the progress and achievements made to date, an overview of the national landscape opportunities for reform and direction of travel for 2025/26.

The Chair provided an update on the CJ problem statement and highlighted some of the challenges including rising demand and increasing complexity, prison capacity and courts workload issues, constraints including financial and use of outdated systems and decline of public confidence. The Chair provided a summary of policing's assessment of the challenges within the criminal justice landscape and these included DG6, increased costs and time taken for file, Crown Prosecution Service (CPS) timeliness of charging decisions and prison capacity. One emerging issue was Op Safeguard and CC Ivan Balhatchet and **closed** (MoJ) provided an update, and the following areas were highlighted:

- Op Safeguard reached a critical point and has now been activated to review the adult male prison population and capacity – prison population growth over the last three months had been very high although some slowing was now noted
- Letter has been sent to Chief Constables and outlined the associated governance and command structure to support Op Safeguard
- The approach will look to review the pinch points to address those areas early
- Good relationships exist with partners
- Update on some additional capacity – including two new prisons due to come online shortly
- Overview of high lockout rates – some reductions now seen due transfer out of reception prisons into the training estate
- Overview of capacity options, policy changes and reviews ongoing (Sentencing Review and Lord Leveson’s Court review) that will ease demand and capacity

The Chair provided an overview of the NPCC CJCC 2030 Strategy and the National Improvement Team and some of the ongoing force visits that had been undertaken. There was now a strong CJ professional network which shared good practice and also a set of supporting performance metrics and joint KPIs. The Capability Maturity Model (CMM) had been completed by all forces, and this provided a good benchmark, and the College of Policing will now progress this alongside FMS work. CC Nixon provided an overview of DGA compliance levels and how this progressed from September 2023 to now with a marked improvement seen across forces.

The Chair provided some reflections of the CJ transformation and highlighted some of key success factors including the development of a whole system review and shared vision for success, respectful communication and consistent messaging and leadership driving unison not division. Some of the key achievements of the CJ portfolio were highlighted in the areas of custody, pre charge bail, victims and witnesses, charging and case progression, disclosure (the lead provided an overview of activity in the disclosure area), courts and out court resolution. The Chair provided an update on the direction of travel in some of the key areas in the CJ landscape during 2025 – 2026 including bail, victims and witnesses, charging and case progression, electronic monitoring (which had grown from 6 portfolios to 13 portfolios in 2 years), prisons and probation.

The Chair provided an overview of the national oversight of criminal justice and highlighted:

- National Criminal Justice Board which was up and running
- Safer Streets Mission Board - 4 pillars which included increasing confidence in the CJ system and had key priorities of reducing bureaucracy and improving collaboration, timeliness and victim outcomes
- Criminal Justice Action Group
- Joint Operational Improvement Board

The Chair summarised the opportunities for reform:

- Key Reviews (Independent Sentencing Review by David Gauke and the Independent review into criminal courts by Sir Brian Leveson).
- Key areas on behalf of policing that we want to be recognised in the two reviews – supportive of alternative disposals, greater use of ancillary orders, balancing sentencing changes, focus on rehabilitation in prisons, swift and certain justice for volume offences, targeting of prolific offenders, optimising of technology and encouragement of early guilty pleas, appropriate resourcing – Sir Mark Rowley provided an overview of engagement that had taken place with both review leads and it was helpful to have a consistent narrative for policing to have around policing’s key asks – one of the those was the need for prioritising and investing in electronic monitoring.

The Chair advised that the slides had been shared, and Chiefs views were welcomed retrospectively on the key areas that policing should push for as part of the criminal justice review. It was highlighted that this was a crucial area, and the Chiefs would appreciate greater time to consider the questions in advance and have

more time for debate.

The NPCC Chair formally welcomed CC Sasha Hatchett as the new CJ Committee Chair and CC Hatchett advised that due to the fast pace of the work and as further clarity was received around reform activity, some extraordinary CCC meetings would be needed to get the visibility to all Chiefs and seek a wider council view. Chief Constables also commented on the following:

- The police service should collate and provide some high-level supporting data around how much capacity would be required round cell space, court spaces, diversionary capacity etc to help support the case for change
- The home office is not in a position to join up performance across the criminal justice system and there is a concern on the focus on police performance and what policing is accountable and can control

The Chair thanked the Criminal Justice Team and Strategic Hub for their work in this area and to CC Sacha Hatchet for taking on the Chair of the committee going forward. The NPCC Chair thanked CC Nixon for his leadership of the Committee and for the considerable progress that had been made whilst Chair.

Decision: Chiefs endorsed the direction of travel for future CJCC work.

Session 5 – NPCC Crime Coordination Committee

The Lead for International Criminality & EU Exit Portfolio (ICP), and the Chief Constable (CC) of Cheshire. They reflected on insights shared during December 2024's Chief Constables' Council regarding investigations, forensics, and intelligence. Chiefs first heard from the CC of North Wales who updated on a soon to be published 2-year delivery plan which allows collaborative work across committees to support the reform agenda, the objectives are as follows: reform, systems, standards, and partnerships. Work will shortly begin with the Digital Data and Technology (DDaT) Committee in relation to the National Prioritisation Model, this will allow assessment of our systems as part of the critical national infrastructure. Findings from the National Intelligence Model Review will be used to assess and evaluate where and how those systems are being developed on a regional and local level to clearly articulate operational requirements to Police Digital Service through DDaT governance.

Closed

Case Studies

The CC of Cheshire presented case studies to Chiefs from the point of view of territorial policing to emphasise the concern in support of the ICP. The cases presented could have acted as potential trigger points for public disorder, they focused on stranger attacks stranger sexual assaults committed by people in the asylum and immigration system. The challenge of contrasting statistics in this area was stated to Chiefs.

Further support was offered to forces with ACRO and the Joint International Crime Centre being in a good position for helpful responses and understanding for FNO challenges. Chiefs recognised the delicate issue around how the cases are presented and gave the example of how opening asylum hotels is causing a lot of work in terms of community tensions and reassurance.

Decision: Chiefs noted the update.

UCPI

Decision: Lead to draft an update/position paper around continuity of funding etc to bring to Chief Constables Council in July 2025.

Session 6 – Regional Papers – Substantive Discussion Session

NPCC Vetting Strategy and Transformation

The primary aim of the session was to share plans for vetting reform and obtain collective support from Council members.

Current Vetting Position

The landscape has changed significantly since the current vetting framework was introduced 20 years ago. There have been numerous high-profile cases which have led to intensified media and public scrutiny.

The original design focused on the protection of systems, assets and buildings which does not align to modern expectations which are much broader and more focused on public safety.

The original framework is reactive as evidenced by its responses to the HMICFRS thematic inspection in 2022 and Angiolini Part 1.

There are areas of inefficiency and inconsistency in the application of vetting and decision making.

Di Maria Ruling

A brief overview of the Di Maria case was provided. The ruling was a significant moment in police vetting which saw the Metropolitan Police Service lose the case on four grounds. The ruling found that:

- The use of Police Performance Regulations as a mechanism for dismissal was unlawful and not compliant with Article 6 of the European Convention on Human Rights (ECHR).
- The police service should not be triggering vetting reviews in cases where individuals have had a 'No Further Action' (NFA) outcome in misconduct arenas unless there are exceptional reasons to do so.

A police staff lead is establishing whether the ruling is directly relevant to police officers or whether there may be an impact on police staff.

There is further impact on broader vetting agencies such as Counter Terrorism, HMPPS, Home Office, HMICFRS.

Around 300 officers may have a case to argue due to the Di Maria Ruling and forces have been advised to seek their own legal advice.

The National Vetting Working Group are working closely with the Home Office to address vetting regulations and ensure they are fit for purpose.

The lead for the Professional Standards and Ethics Portfolio has met with the Home Secretary where retrospective application of the vetting regulations was discussed. It is expected that this will be an element that is included.

APP is still lawful, but elements of it cannot be used as a result of the Ruling.

Members noted that the Di Maria Ruling is subject to appeal by the Metropolitan Police Service.

Angiolini Inquiry

It has been over 12 months since Part One was published with Parts Two and Three still to come.

Part One was focused on examining Wayne Couzens and resulted in 16 recommendations across several thematic areas. Eight recommendations were for vetting and there were a further 37 sub-recommendations which were all accepted in full.

Progress in relation to vetting is reported into the national Operation Standards meeting which is chaired by the Chair of NPCC.

The response to the Angiolini recommendations from a vetting perspective build on the 43 recommendations from the 2022 HMICFRS thematic inspection into vetting, misconduct and misogyny. Members noted that good progress has been made at pace with limited resources.

The NPCC Vetting Staff Officer outlined the delivery status of the vetting specific recommendations. Fifty-seven percent of recommendations have been delivered in full, 67% have been delivered or are on track for delivery and 33% are undelivered due to their complexity around information sharing and psychological considerations and fundamental areas where wider reform is required.

Recommendation 6 around the investigation of sexual offences recorded against serving police officers has been closed following the historical data wash activity. The ongoing element is the Continuous Integrity Screening Programme which is owned and delivered by the Prevention Coordination Committee.

The National Vetting Working Group are working closely with the Workforce Coordination Committee on Recommendation 8, which relates to recruitment and vetting policy, process and practice. This is a complex area which will not be quickly resolved. An established working group has identified short and long-term solutions in relation to Recommendations 8a and f which relate to psychological considerations such as assurance of recruitment and selection processes, psychological well-being and psychological suitability.

Recommendation 8b, around assurance for the use of PND as an effective tool will be addressed by the Continuous Integrity Screening Programme.

There is ministerial oversight and scrutiny in relation to join up across some of these areas and the National Vetting lead represents NPCC at the Ministerial Oversight Board.

Work is ongoing with key agencies and the Workforce Coordination Committee to develop arrangements in relation to Recommendation 11b which relates to the development of shared referencing protocol across law enforcement, uniform services and the military to allow the sharing of past disciplinary or honesty and integrity issues.

The Chair of NPCC outlined the difference between legal advice received by the College of Policing and the Inquiry's position in relation to Recommendation 8c. Members noted that the Inquiry had written an open letter to the NPCC Chair on 28 February which was on their website. The NPCC lead for vetting highlighted the number of serving police officers and staff who would fall into the category and ACC Harding highlighted how future recruitment would be affected as there are tens of thousands of people in the community who have received convictions and cautions for these offences as children and who may well apply to policing in the future. Tom outlined his conversations with the Inquiry in relation to case law and the College's position on an outright ban for adults but not for children.

Following discussion, Council agreed that decisions in relation to recruitment should be judged on a case-

by-case basis for people who have received convictions and cautions for these offences as children.

Building the Case for Change

The National Vetting Working Group has engaged extensively with vetting practitioners, managers, staff associations and partners in relation to structures, resources, policy and processes which has provided a clearer understanding of what vetting looks like across policing. Academic and scientific methodologies have been used to increase confidence in findings.

The National Vetting Staff Officer provided details about the review commissioned through Process Evolution in June 2024 to provide an evidence base about the impact of new Authorised Professional Practice (APP) and other proposed changes on process times, vetting units, resourcing and utilisation rates. The project is currently finalising a set of scenario models which are being worked through which will inform the reform work and the identification of inefficiencies in the current process together with efficiency options.

In parallel, as part of the Assurance and Accreditation Programme from the College, data is being collected from forces around vetting unit sizes, structures and volumes to assist in identifying the profile of vetting units nationally. Through this work a Workload Profiler will be available to allow all forces to more accurately forecast demand and resource requirements.

The first national end to end process map was presented which shows all APP processes for a vetting check and the National Vetting Staff Officer highlighted the fundamental changes required.

Data was provided to demonstrate the inconsistencies and inefficiencies across forces in relation to structure, process times for the different vetting levels and decision making.

The National Vetting lead drew members attention to the circulated paper and invited feedback outside the meeting. Chief Constables were asked to ensure that annual Integrity Assessments are compliant and are being driven in force to deliver cultural change.

Members noted that the National Vetting Working Group and College of Policing are exploring a form of national functionality around vetting to drive up standards. The National Vetting Staff Officer highlighted some of the areas essential to future reform.

Cross Government Vetting Reform, including Police Reform, has recently been announced by Ministers and there are likely to be significant expectations around pace and delivery. Additional funding from National Security Vetting was highlighted by the National Vetting Lead.

The College confirmed that the Vetting Code of Practice is in place and outlined why the College had produced the new vetting APP in advance of the Di Maria Ruling.

A brief progress update was provided in relation to the College's Commitment to Vetting.

Decision: Members noted that work in relation to support guidance and training identifies how the service can drive efficiency and effectiveness and potentially reduce costs by using technology.

Decision: Option 3 preferred and funding agreed, already factored into NRE contributions for 25/26.

Session 7 – NPCC Performance Management Coordination Committee

Update given by the NPCC Performance Coordination Committee Lead and included the following points:

- The Home Secretary want a system from which she can assess police performance.
- There will be a central team overseeing police performance.

- The team will be looking to recruit an ACC and a member of equivalent police staff who will be the lead.
- There will also be a HMICFRS secondee to the unit.
- The main principles will be collected once and used many times, single version of truth, provide a suite of measure to understand the health of forces, bring together measures which will be adaptable for all forces, provide consistency across forces.
- Trust and confidence and victim satisfaction will be important.
- There will be a tiered approach to a national framework which would include national level, force level and local departments and/or teams.
- Next steps will include, building of a national governance board, sharing list of metrics, ensuring we can provide better data quality, look at the ask of major data programmes, agreement with HMICFRS on what they plan to examine (this includes improving the early warning system, to improve the supportive space), building the Home Office Performance Unit, understand the relationship between the College, HMICFRS and the Home Office Performance Unit.

Chef Constables raised the following points:

- Highlighted governments are endeavoring to understand what drives police performance and it is important all in the room are involved in the discussion and inform discussion around the roles of other agencies and focusing on the evidence base.
- Once in a generation, an opportunity to drive policing forward.

Decision: Chiefs supported next steps as outlined above.

Session 8 – Centre for Public Protection

Update given by the NPCC Lead for Violence and Public Protection. The areas for update centered on the following:

National Centre for VAWG and Public Protection:

- Policing will continue to play its part around VAWG but also incumbent on government to press ahead too and ensure other departments are making improvements.
- Funding received and an announcement by the Home Secretary has been made.
- The National Centre for VAWG and Public Protection brings together several different teams building on improvements made through one structure, leadership direction and control, governance, budgets and efficiency.
- DCC to head center has been identified and was recently successful in the interview process.
- Ambition is for VAWG to sit as one of the strategic threats facing the UK
- This is a significant step forward for policing.

Online Harm:

- Online harm is high in VAWG Threat Assessments
- Lack of investment in their area
- Requires improvement in national coordination
- Vulnerability and Harm should be the focus.

Child Protection and Abuse Inquiry Gold Update:

- The National Centre will be able to help manage criticalities in this area.
- CSE taskforce is coordinating data collection.
- Baroness Casey carried out rapid audit on group-based offending.
- Several local independent reviews are taking place.

- Child sex abuse referrals have increased dramatically in past years and now have around 34,000 referrals awaiting dissemination.

Chief Constables raised the following points:

- Importance to shape local relationships following the Children's Wellbeing and Schools Bill.
- 5 forces identified for priority for devolution with proposals being submitted in those areas for safeguarding provision. Therefore, it is important to highlight what devolution will mean for child services.
- Clarity on governance links and links to forces requested. The lead highlighted this will be through heads of public protection.

The NPCC Chair thanks the lead for all the work in this area and welcomed the new DCC who has been selected.

Decision: Chiefs noted the update and steps forward as outlined in the presentation. The ACC/ACO advert which will be circulated next week via ChiefsNet and chiefs were encouraged to promote.

Online Harm

Decision: Chiefs noted the Gold Group update with the following Silver Group NPCC/ **closed** to progress urgent actions whilst linking across with work of CT/ SOC following Southport.

Centre for Public Protection – Gold Update

Decision: Chiefs supported the following next steps: (1) CSE Taskforce working with Home Office and HMICFRS as well as police forces to deliver the HO requests. Trying minimise impact on Forces, (2) NPCC Gold group (chair Becky Riggs) working with HO to ensure the totality of impact / demand on policing across all legislation changes is understood and (3) work across NPCC & College of Policing to deliver an effective and efficient NCVPP which supports forces.

Centre for Public Protection – VPP Guidance

Decision: Chiefs supported the National Vulnerability and Public Protection Strategy which will be available shortly to forces providing a common framework approach to vulnerability including public protection, utilising the 4Ps.

Decision: Chiefs supported the updated sex working guidance which will be implemented and published to all forces.

Session 9 – Police Reform

Police Reform Lead introduced the Reform team across the Home Office (HO) and members across different organisations. Reform team is working with the HO on what is the governance of the programme in terms of the role that Chiefs play in the decision making about final decisions for reform and how to get there. There are ongoing discussions and work in progress. Reform lead has set up some regional roadshows to engage more with policing and have open discussions about how reform might affect forces at a local level.

HO has not set out how all reform work would fit together and were keen to reform policing through how policing does procurement and commercial and find savings to fund the neighbourhood guarantee. Reform lead was keen to hear Chiefs thoughts and views on what can be achieved, the goals and vision for police reform, what are the gaps? The lead presented a timeframe that the government has released for police reform. There will be a national centre of policing which includes data, digital, forensics and commercial. Reform lead wants to connect conversations at a local level to improve communication and

influence. HO would like a performance framework in policing that doesn't just give a set of metrics, but can deliver an insight into what enables and drives police performance. The lead wants policing to have a more coherent voice at a national and local level.

The government want to deliver at pace, but policing want to get it right. The government is willing to invest, but they need to see that the reforms are going to deliver financial benefits as well which some of it is currently tough to answer. But the Home secretary does want to understand the implications for policing, and if there is majority support from Chiefs for a way forward then, there will be support and a mandate to deliver.

Closed

Chiefs worried about the recruitment into policing so there is an opportunity to think of a much more dynamic and blended workforce for the future to meet the workforce that the HO want, including better insight into a more consistent view from policing on what really drives public confidence. There is a lot of opportunity and a desire for the right skilled workforce, problem solving and working to build public confidence.

Chiefs were worried about how policing is structurally underfunded and policing cannot do it all. With low funding, there will be redistribution into neighbourhood policing for example but the consequence would be less focus on investigations, public protection, emergency response etc. The HO are very aware of the challenges of distribution of funding.

HO and policing are alive to conversations about a political critical mass outlasting mandates cutting across parties and ensuring things are not unpicked or derailed whenever there is a fundamental shift. There have been discussions around some things being put into statute early and then structures to follow later and there is a change fund and cash for the process. Chiefs are in agreement of a very clear operating model mandated by the government which policing are involved in the clear setting of that.

Chiefs asked Reform team where they thought policing was in this opportunity, as there have been numerous papers on police reform on system review, the Police Foundation review that recommended a National Crime prevention agency or body. Another Institute paper discussed a national organisation for counter terrorism (CT) and fraud. The transformation in Scotland is perhaps the biggest reform policing has seen since the 1960s in the UK. Although this will be a very different piece of work. Chiefs asked how much best practice domestically and internationally are policing looking at to shape thinking on reform going forward? Including about how things should be delivered.

HO and policing have been looking internationally before reform started. There were previous presentations at Council on Norway who have more money in the system and a smaller policing force. They have an effective model of mayors held accountable for local delivery. HO are developing an advisory group that involves academics and international partners as it's been influential in policing in the past and present.

Closed

Chiefs agreed that policing is not deliberately designed and is an accidental product of a lot of history and political changes. Reform team and Chiefs agree a deliberate design and capabilities for the future in terms of workforce as well which captures the spirit of the golden thread in policing and the more deliberate design on national approach and structures about bottom up tasking and coordinating as much it is about top down is very important. This should work for the future of policing.

Some chiefs question the current set up of 43 force structure and that big forces are needed to be capable and across the landscape. But there is a worry of losing operational independence. Currently, policing is less independent due to PCC structure. But a changing landscape could lose more of that independence. There are daily challenges to ensure caution doesn't appear and big ambitions are being pushed for.

Closed

HO are keen for data to be joined up but chiefs question the approach needed and what should be pushed up the agenda and the core mission. Chiefs were also concerned that money is needed now to keep the system afloat whilst trying to implement police reform which won't happen for another 5-10 years. Chiefs agreed there cannot be too many decision makers and a large structure. Chiefs wanted to revisit the debate about the policing protocol which HMICFRS is discussing with the HO.

Reform lead asked if chiefs agree with the national structures that have been proposed and asked for a discussion on this, the governance of policing, should there be more money in structural change? Reform lead fears a new optimised model which is still dysfunctional and chiefs are being pulled in different directions with less operational plans.

The Chair discussed helping the reform team with some data on this and asked for a poll to be set up during the break with four questions: how do we support the developing direction for the national structure? Do chiefs agree with the direction of travel? Governance change, yes or no? Changing the policing protocol, yes or no? 43 force model? Reform lead is keen for the poll to address the debate about the 43 forces model.

Reform team want to make sure that the working principles and designs should be better for communities and the policing workforce serving communities. Within the structure of the national centre, lessons must be learnt from past mistakes.

Closed

Chiefs were keen for commercial efficiencies and urged other forces to sign up to joint fleets, joint hardware, joint software where there are clear set standards which Blue Light Commercial have helped with the work on this. Soon a national procurement system will be rolled out to ensure better data on local spend. Chiefs encouraged the opportunity of signing up to the system despite existing and current systems and stressed the importance of this and the long-term harm otherwise. Reform lead encouraged chiefs to discuss with them if professional leads in forces are not signing up to understand why and suggested they should and these opportunities should not be missed.

Another part of workforce reform that should be addressed is how policing look to the future, an ageing population of employees, and ensuring policing maintain a fit and effective workforce in the future.

There were concerns about potential threats in leadership dynamic, some duplication, the policy strategic level and people at the operational level that are not clearly defined and a conversation with the reform team was welcomed.

Chiefs were concerned about changes in Wales and devolution of policing which might be distract from governance changes in England and cause implications. The reform team are alive to these changes and the association of PCC's are also aware of this. But there are some opportunities to look at what works well.

Chiefs were interested in the emerging thinking is in respect of the unintended consequences of each reform which there may be many. Chiefs wanted clarity on the benefits of the current system, despite not being deliberate or perfect. Chiefs were also interested in Reform teams view on if there's been a change in mood centrally towards centralisation and in the wake of dismantling NHS England, hostility towards those sorts of centralised bodies.

Closed

Reform team's approach is based on capabilities, working out what is needed and what has been done before and what needs to be achieved.

Chiefs questioned the usefulness of committing to a view around 43 forces debate as there has not been any work or analysis on this to give a view yet. The focus should be on backing a clear vision of what services should be delivered over the next 5-10 years, what capabilities that provide those services, where the capabilities should belong. This leads to a decision around local, regional, national and how many forces policing should have. Policing should commit to a set of points on operational independence which can be agreed and that Chiefs support a nationalistic approach around parts of the service and driving efficiency and enabling services.

Reform lead was unsure how useful the optimum number of forces debate is and wants to understand if policing continues on a working assumption that nothing changes, it remains 43 forces or if you fix this, are you taking the best approach at looking at where the capabilities are laid out? In terms of the structure and what has already been announced will be happening is that there will be a national centre of policing that will include, the data and digital services, the commercial work and forensics. The choice for policing to make is whether it is increasingly load bearing in the future and brings in the operational.

Decision: Chiefs discussed best options and supported taking the work forward to review and discuss at a future Council meeting.

Decision: The Chair agreed to take away to draw up new benefits of current system against proposed models so chiefs can review and discuss further.

Session 10 – NPCC Local Policing Coordination Committee (LPCC)

The Chair introduced the session and advised she would aim to provide a collective understanding of the conversation that is currently ongoing around the neighbourhood policing guarantee, and she would also cover an update on national contact management and Right Care, Right Person.

The Chair provided an overview of the LPCC governance structure and the broad set of portfolios which sit under the committee and provide a collective effort on behalf of the NPCC around engaging with the Home

Office on the HMG's plan for change. The Chair provided an overview of the Government's key missions which were announced in December 2024 and included the Safer Streets mission which focused on improving confidence in policing and the neighbourhood policing guarantee sits at the front of the mission; delivery was aimed during the lifetime of this parliament. The key areas were to put more police back on the beat, provide safer town centres and a zero tolerance to Anti-Social Behavior (ASB). The Chair advised that the 13,000 uplift was one of the key pillars of the neighbourhood policing guarantee; she stressed the need for policing to look beyond focus on the number as there was longer-term work around standards and professional excellence that required attention. The Chair highlighted the issue of consistency across policing that is required and the challenges associated in achieving shared views. Work was ongoing to achieve collaboration across forces and how forces manage the grant and how what the HMG wishes to deliver will have an impact on the broader reform work.

The Chair provided an overview of the neighbourhood guarantee which included:

- Crackdown of anti-social behaviour – need to include wider partners in this
- Safer town centres – reducing shop theft, street theft, assaults on workers
- Police back on the beat
- Community led policing
- NHP Career pathway

These strands of work were at different levels of maturity and there were currently areas of overlap that would need to be worked through.

CC updated on the 1 year initial funding received for the Neighbourhood Policing Guarantee Team under the leadership of the lead and support from a wider team. The team will progress the day-to-day work of the neighbourhood guarantee and will work across existing NPCC structures. The Chair updated in more detail on the 13,000 uplift and advised of some of the concerns she and policing leads had expressed on the focus of the funding and the required savings that are having to be made at the same time of this investment.

The Chair provided an update on the revision of the March 2024 data publication and highlighted the need for Chief Constables to pay close attention to their returns - specifically on 1A returns to ensure this baseline information is accurate.

The Chair provided an update on the grant allocation and work undertaken with the Finance Committee - concerns had been raised with HMG and the Treasury around the incoherence of ring fenced grants, the lack of capital grant and the need for workplace reform. The Chair updated on the ASB hotspot funding and this had been retained to see impact in town centres this summer. The Chair summarised activity on the March 2025 baseline and work to get this increased – there were differences across forces with some increases/decreases seen across the landscape.

The Chair provided an overview of the funding model and the significant debate that had been held with the Home Office to ensure that this was a flexible grant allocation. The Chair provided an overview of the NPCC projections of force returns based on the bids submitted and the outcome to date was positive. Feedback has been provided around the significant challenges of delivery in year due to the lateness of receiving the go-ahead. The Chair summarised the next steps for the 13,000 uplifts:

- Ongoing HO engagement and push for clarity
- Awaiting HO confirmation of grant conditions and a letter of comfort has been requested - it was expected the Prime Minister will make an announcement on numbers in early April
- Further thought was required around how to monitor force delivery/progress and how assurance will be provided around funding, performance outcomes and the NP framework etc in later years
- A request had been made for the police uplift target to be removed – this had not yet been agreed. A request had been made for all unconnected grants to be joined up into core grant with one budget in

the Spending Review – there had been no indication of whether this will happen, and it was appreciated the picture is confusing

- Engagement required with HO on future funding
- Measurement of abstractions – will need to measure this and report etc – guidance has been given to the Home Office regarding the operational challenges
- Increase in Special Constables – looking at a national 50% increase. Clarity had been given to the HO regarding the costs of specials. The NPCC lead, is available to assist. The expansion of the scope of citizens in policing could be considered around other areas of neighbourhood policing

Chief Constables raised the following:

- Thanks for the work that the Chair and LPCC has completed especially the award of increased funding
- Total projected NP figures were higher than anticipated and policing needs not be a victim of its own success
- Letter of comfort and concern regarding whether it offers enough reassurance whilst awaiting the issue of grant documents
- Agreement of the cost of a police officer and explanation of the £83k figure
- Concern regarding the abstraction point and how these are measured
- Learning and successes from the Policing Pledge and how can policing learn from this
- Operational independence

The Chair provided an overview of the some of the pledges and work that has been undertaken to date:

- Named contactable officer – overview of some of the early challenges (including methods of contact, risk management, safety) – overview of NPCC proposals including the use of Single online Home as a solution with the development of a ‘Your Area’ page and the named contactable officer pledge. CC Bacon provided a summary of the activity required by forces to meet this pledge with the support of the Digital Public Contact team and also an overview of some of the challenges that had arisen/were ongoing (including the definition of a neighbourhood)
- Performance Framework – overview of work ongoing in this area including cohesion monitoring and the delivery of neighbourhood alerts at a national level. Significant work has been undertaken with the Home Office regarding the performance framework and an updated version should shortly be shared and have been developed with the engagement of the Performance Management Committee
- Crackdown on ASB & Safer Town Centres: The lead is leading these strands and there is a significant amount of work ongoing in this area. Summary of the 2025/25 initiatives and some of the early challenges being worked through including multiple approaches into stakeholders and strategic alignment
- Contact Management – overview of the national highlights and improvements seen around 999 and 101 calls including improvements to average waiting times and the introduction of an ‘average wait time’, the publication of average 101 wait time data and minor adjustments to KPI for 999 answer times

The Chair updated on Right Care, Right Person (RCRP) and advised that 42 forces had implemented RCRP and there had been significant uptake and transformation including in areas of partnership working. In the longer-term policing would need to measure the positive impact made on those requiring mental health support and the issue of transportation and section 136 handovers remained challenging. The dedicated resource for RCRP ends on 31 March although there was the potential for an extension to this. The Chair summarised some of the achievements the project had made across the policing landscape and advised the governance that would continue post the RCRP team. The Chair passed on her thanks to the team for their work over the last two years.

The NPCC Chair thanked LPCC Chair for the tremendous amount of work that had been progressed by the LPCC including high intensity areas around neighbourhoods and also took the opportunity to highlight the collective successes that had been made including around 101 calls and responses. Chiefs highlighted an

issue regarding a spike in deployments potentially linked to stakeholders RCRP activity. Chiefs also made a plea around the town centre summer of action and work across the judicial landscape (CPS, Ministry of Justice (MoJ) and prisons) and the need for joined up conversations between all key stakeholders. The Chair updated on the recent Safer Streets Mission Board which was chaired by the Home Secretary and attended by ministers from across all key areas where this issue was discussed.

Decisions

13k Uplift

Letter re baseline specials from the Home Office coming out to all chiefs.

Chiefs noted and supported the next steps for development for year one (25/26) as follows: (1) ongoing Home Office (HO) engagement and push for clarity, (2) monitoring of force delivery progress, (3) HO engagement on future funding for year one increases and (4) working with forces on learning and knowledge sharing.

Community Led Policing Pillar

Chiefs noted and supported several strands in this area including: (1) Digital Public Contact (DPC) will work with the NPCC leads to achieve by July a consistent 'Named, Contactable' presence on force websites online, (2) DPC will also work with NPCC leads to improve the wider appreciation of how members of the public can engage with their local teams online, (3) clarity on 'Response', (4) defining neighbourhood areas, (5) supporting forces on the implementation of commitments. Chiefs supported the wider aspect of community led policing pillar as presented.

Performance Framework Activity

Chiefs noted the next steps from the discussion as follows: (1) recognition of concerns re: adverse impact (2) draft framework (Final draft due from Home Office in April 2025) and (3) headline and contextual measures – further development of others.

Crackdown on ASB

Chiefs noted the next steps for the team taking forward 2026/27 Initiatives as: (1) Crime and Policing Bill: New powers to tackle ASB and retail crime, including Respect Orders, (2) Respect Orders will replace the Civil Injunction for ASB committed by adults over 18's, (3) Other agencies can apply directly to the courts, (4) The current Civil Injunction will remain for those aged 10 to 17 but will be renamed the Youth Injunction, (5) For lower-level housing related ASB, the Civil Injunction will remain and be renamed the Housing Injunction, (6) Respect Orders will include prohibitive conditions and rehabilitative requirements, (7) Breach of a Respect Order will be a criminal offence, enforceable by arrest, (8) Breaches will be heard in criminal courts and (9) Pilot areas are still to be confirmed.

National Contact Management

Chiefs noted the update.

RCRP

Chiefs noted the update.

Session 11 – Operational Demand Discussion

The Chief lead of the Accountability Review (AR) began with accountability review update. Chief lead emphasised one central message, a joined-up approach. Chiefs asked for advice on current guidelines. Chiefs were asked for live examples and where that guidance from the Director of Public Prosecutions (DPP) has made a difference to use as good examples and success stories to build officers' confidence. The team are working with the Home Office closely and communications that all forces tailor messages locally, but there is a central approach.

Discussions moved on to Operation Puma which is sensitive information and policing response about how to support it. The lead detailed NATO article 5 an attack on one is attack on all and article 3 is that member states should be resilient against the likely threat faced from a hostile state. The UK is in a pre-war state and there are estimates that a NATO country will be attacked in the next 5 years. Russia will try to disrupt the UK on any action the UK takes.

There were talks about the type of threats the UK will face; cyber threats which are daily and will become more targeted, worse and designed to disrupt telecommunications, banking, and anything that will disrupt the economy or the reputation of the UK. Some can be shown from a hostile state, but most will be third party.

Accountability Review

Decision: Lead to send invitation out on ChiefsNet to all Force Portfolio Holders to register for an Accountability Review Update Briefing session.

Decision: Chiefs supported the timeline and mechanisms for delivery through March and April including the communications plan/key communication messages and delivery of key messages for use. These include going forwards (1) 24 April staff association briefing event delivered to key stakeholders to gather questions and answers and (2) through the above in April-May the delivery of key messages to officers as outlined in the presentation. Chiefs noted the briefing on all workstreams.

Op Puma

Decision: Chiefs supported the key points delivered in the presentation and future direction including: (1) Awareness of the Issue and to highlight the areas to all force chief officer groups, (2) the differentiation of the relevant areas for discussion with force groups on – **CNI, Resilience & Op Puma** (3) coordination of the planning will be conducted centrally, (4) planning team will be in contact with individual forces once confirmed plans from MoD and (5) await confirmation of formal sitting of this issue in Govt - current suggestion is Cabinet Office.

Decision: Chief lead to write a strategic plan with forces through the Ops Committee to deliver these objectives and support the military

Decision: Chiefs supported the ask of chiefs as follows: (1) warming up to areas of business that might be key - however waiting until contact by the Planning Team before any action is taken. (2) If a chief is a key force area, then consideration around resource of this. Planner's or Silver/Bronze's to support, (3) provide support to National Planning Team when contacted and (4) awaiting confirmation of formal sitting of this issue in Govt. Current suggestion is Cabinet Office.

Decision: Chiefs noted the Home Office will circulate wider home defence planning for engagement with all forces.

Session 12 – Debriefing from all PCCs and Chiefs Day

The NPCC Chair welcomed colleagues and thanked them for their engagement at the PCC/Chiefs event. No further points raised.

In relation to Police Reform the survey results highlighted the following:

- Are Chiefs in support of the high-level development and direction for the national Centre as shown in the diagram. 37 of 37 Chiefs agreed.
- Changes to governance model. 37 of 37 chiefs agreed.
- A review/refinement of the policing protocol. 36 chiefs agreed and 1 chief did not
- Do you support a change to the working assumption of 43 forces. 29 chiefs supported a change in assumption and 9 chiefs did not.

Decision: Chiefs noted the update.

Session 13 – NPCC Workforce Coordination Committee

The update was provided by the Workforce Coordination Committee Lead and involved the following:

- Cumberland Lodge conference will run from the 13th - 15th of June and will bring together a number of individuals across the sector. The title of the conference is Mission Shift - tackling VAWG. IT is a great opportunity for Chiefs.
- The Service Director of Oscar Kilo was then introduced to provide an update of the on the National Wellbeing survey.
- Durham University organisation justice survey was used for several years; a review has now taken place to ensure an independent survey can take place.
- The new survey takes one third of the time to complete than the previous survey, which helps to address survey fatigue.
- It contains the opportunity to add additional question sets if required.
- There is also the opportunity for forces to carry out their own bespoke survey.
- The access to data will be close to instantaneous with dashboards available.
- Highlighted the need for forces to get results in to ensure it is representative of policing.
- This will go live on the 19th of May for three weeks.
- The NPCC lead highlighted there will be no cost for forces to use the national survey.
- Chief Constables supported the role out and update.
- The NPCC Workforce lead then highlighted the creation of a National Wellbeing Strategy. Which will have a structured approach to health and wellbeing across the service.
- There will be a five-pillar approach and linked to the domains of the Blue Light Wellbeing Framework. The five pillars include, Promote, Prevent, Detect, Treat and Recover.

Decision: Chiefs were encouraged to promote the Cumberland Lodge event taking place on the 12-15 June and send reps.

Decision: Chiefs supported the implementation of the strategy which would be circulated to all forces once the formal launch at the Executive Leadership Programme (ELP) next week has been completed.

Decision: Chiefs supported the survey after discussions and this would be circulated to all forces to complete and return on the 19 May for 3 week period.

Session 14 – Police Chaplaincy

National Police Chaplain, CEO of Police Chaplaincy UK discussed the Relevance of Chaplaincy, the history and the function within policing.

National Chaplain mentioned that everyone has different ideas and experiences of Chaplaincy, in myriad fields of working forces, for instance some positive exposure in Military and in other circumstances, Chaplaincy may not have worked that efficiently. Hence the role and significance of National Police Chaplain is being shifted now into the NPCC team to bring out the following:

1. To provide a strategic direction.
2. To deliver consistency into what Chaplaincy looks like for the future.

Police Chaplain gave an overview of chaplaincy functions:

1. It is the spiritual embodiment and aspect of a human existence that gives its humaneness.
2. It concerns the structures of significance that gives meaning and direction to a person's life.
3. It helps them to deal with the vice institutes of existence that include vital dimensions for the quest for meaning or quest for purpose, self-transcending knowledge, meaningful relationships, love and commitment.
4. For some, it may well be the sense of being a whole.
5. The sense of spirituality is what gives chaplaincy the right to exist within policing.
6. Chaplaincy has not been established to convert or motivate people towards a particular faith but to serve within the policing community.
7. Chaplaincy may be regarded as holistically religious but some of the chaplains are trained as councillors, psychologists and some are clinical professionals.
8. In the force as a chaplain, they deal with providing pastoral care, in extension to offer help, support and mechanisms to overcome difficult life situations through various welfare provisions.
9. Chaplains are embedded within the teams building the relationships on Trust and that in turn leads to opportunity.
10. They are a brilliant advocate for all the other well-being offerings and the charities who support Chaplaincy work.

An overview of the 6 standards for police chaplaincy was highlighted to all chiefs and how all chief officers and staff can take advantage of this integrated resource in forces.

Police Chaplain stressed the importance of the chaplaincy teams being fit for the future. Some commonalities to be brought back in language and direction to help raise the attainment of the chaplaincy team to serve the community well:

1. Chaplains are available for all types of care.
2. They will serve others to make sure that all other well-being and welfare provisions are getting good referrals coming through, because they've built the trust with officers, staff and volunteers.
3. The standards that have been discussed will help bring consistency but will also help in preparedness.
4. Chaplains are there to serve everyone as a community regardless of what colleagues may be experiencing.

Decision: Chiefs supported and would highlight in force to help unlock chaplaincy potential by, (1) Chaplains are on ramps for all types of care, (2) Standards help bring consistency and preparedness and (3) help reach out with their chief officer groups to promote care and wellbeing opportunities with there respective local force chaplains.

Decision: Chiefs supported the National Police Chaplain to visit each force to achieve reviewing together the 6 standards as outlined in the presentation. To buddy up forces to strengthen the provision and then review in 12 months.

Any other Business

Chiefs noted the update to encourage attendance on Monday 24 March at the House of Commons for the Police Arboretum educational provision for the memorial.

Chiefs noted the update that the Angolini Inquiry will be sending out a package police staff survey (part 2 - data gathering) which will be circulated to all forces on the 31 March. Chief's were encouraged to promote this with staff to complete and send returns.

Workstream 2 - PRAP lead role will be circulated on ChiefsNet. All chiefs were asked to encourage staff to apply.

DATE OF NEXT MEETING

The next full CCC meeting will be held on **9-10 July 2025**.