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Chief Constables' Council Minutes

14-15 July 2021

Attendees

AC Martin Hewitt	NPCC Chair
CC Sarah Crew	Avon and Somerset
ACO Nick Adams	Avon and Somerset
ACC Jon Reilly	Avon and Somerset
CC Garry Forsyth	Bedfordshire
CC Nick Dean	Cambridgeshire
CC Mark Roberts	Cheshire
Cmsr Ian Dyson	City of London
CC Richard Lewis	Cleveland
CC Michelle Skeer	Cumbria
CC Rachel Swann	Derbyshire Constabulary
CC Shaun Sawyer	Devon and Cornwall
CC James Vaughan	Dorset

ACO Michael Stamp	Dorset
CC Jo Farrell	Durham
CC Claire Parmenter	Dyfed-Powys
CC Ben-Julian Harrington	Essex
CC Rod Hansen	Gloucestershire
DCC Mabs Hussain	Greater Manchester
CC Pam Kelly	Gwent
DCC Sara Glen	Hampshire
CC Charlie Hall	Hertfordshire
CC Lee Freeman	Humberside
CC Alan Pughsley	Kent
CC Chris Rowley	Lancashire
CC Simon Cole	Leicestershire
DCC Rob Nixon	Leicestershire
CC Bill Skelly	Lincolnshire
CC Serena Kennedy	Merseyside
Commissioner Cressida Dick	Metropolitan Police Service
Dep Cmsr Sir Stephen House	Metropolitan Police Service
AC Helen Ball	Metropolitan Police Service
AC Louisa Rolfe	Metropolitan Police Service
AC Nick Ephgrave	Metropolitan Police Service
AC Neil Basu	Metropolitan Police Service
AC Matt Jukes	Metropolitan Police Service
CC Andy Adams	Ministry of Defence Police
DCC Richard Debicki	North Wales
CC Simon Bailey	Norfolk Constabulary
DCC Paul Sanford	Norfolk Constabulary
CC Nick Adderley	Northamptonshire
CC Craig Guildford	Nottinghamshire
CC Winton Keenan	Northumbria
ACC Rachel Bacon	Northumbria
CC Lisa Winward	North Yorkshire
CC Iain Livingstone	Police Scotland
DCC Malcolm Graham	Police Scotland
ACC Judi Heaton	Police Scotland
CC Simon Byrne	Police Service for Northern Ireland
ACC Alan Todd	Police Service for Northern Ireland
CC James Vaughan	South Wales
T/CC Lauren Poultney	South Yorkshire
ACC Tim Forber	South Yorkshire
CC Gareth Morgan	Staffordshire
CC Stephen Jupp	Suffolk

CC Gavin Stephens	Surrey
DCC Nev Kemp	Surrey
CC Jo Shiner	Sussex
DCC Jason Hogg	Thames Valley
DCC Alex Franklin-Smith	Warwickshire
CC Anthony Bangham	West Mercia
CC David Thompson	West Midlands
CC John Robins	West Yorkshire
CC Keir Prichard	Wiltshire
DCC Paul Mills	Wiltshire
CC Lucy D'Orsi	British Transport Police
DCC Adrian Hanstock	British Transport Police
CC Simon Chesterman	Civil Nuclear Constabulary
CC/CEO Bernie O'Reilly	College of Policing
Rachel Tuffin	College of Policing
Dep Brig Sarah Pringle-Smith	Royal Military Police
Col Mark John	Royal Military Police
Wg Cmdr Mike Dixon	Royal Airforce Police
Wg Cmdr Nicholas Card	Royal Airforce Police
Brig Vivienne Buck	Royal Military Police
Cmdr Dean Oakley	Royal Navy Police
CO Ruari Hardy	Guernsey Police
CO Robin Smith	States of Jersey Police
CO Gary Roberts	Isle of Man Police
CC Chris Eyre	Sovereign bases of Royal Cyprus Police
Cmsr Richard Ullger	Royal Gibraltar Police

In attendance for Session 1

DCC Jason Masters	Leicestershire Police
Vicki White	West Yorkshire Police
ACC Jenny Sims	Cheshire Constabulary

In attendance for Session 2

Gary Ridley	ACO, Durham Constabulary
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In attendance for Session 3

Andy Cooke	HMICFRS
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Suzette Allcorn	HMICFRS
In attendance for Session 4	
Sir Craig Mackey	Independent Forensics Review
Mary Calam	Scottish Authority
Jo Ashworth	CEO, Forensic Capability Network
ACC Judi Heaton	Police Scotland
DCC Ian Critchley	Merseyside Police
Fiona Douglass	Scottish Police Authority
In attendance for Session 5	
Lianne Deeming	Bluelight Commercial
Abbie Evans	Bluelight Commercial
David Westby	NPCC
In attendance for Session 6	
Supt Jon Bancroft	Devon and Cornwall Constabulary
Melissa Case	Devon and Cornwall Constabulary
Luke Edwards	Ministry of Justice
In attendance for Session 7	
DCC Julian Moss	West Mercia Police
DCC Rachel Bacon	South Wales Police
Steve Baker	College of Policing
In attendance for Session 8	
CI Stacey Dibbs	Metropolitan Police Service
DAC Tim Jacques	Metropolitan Police Service
In attendance for Session 9	
Cindy Yau	Metropolitan Police Service
Rob Gray	Lincolnshire Police
ACC Andy Ward	Merseyside Police
DCC Ian Critchley	Merseyside Police
Jason Harwin	Lincolnshire Police

In attendance

AC Robert Beckley	Assistant Commissioner – Op Resolve
Professor Paul Taylor	NPCC Chief Scientific Officer Policing
Abbie Evans	Bluelight Commercial
Gemma Stannard	NPCC Strategic Hub Lead
T/Ch Insp Wayne Nash	NPCC Staff Officer
Richard Hampson	NPCC Senior Business Officer
Cathy Willis	NPCC Executive Assistant
Gabriella Chamberlain	Home Office
Nicola Growcott	NPCC Senior Communications Manager
Antony Bushfield	NPCC Comms Officer
Robert Hardware	NPCC Public Affairs Officer

ATTENDANCE AND APOLOGIES

The Chair welcomed those present to this virtual Chiefs' Council meeting. The following tendered their apologies for the meeting.

Chief Constable John Campbell – Thames Valley Police
Chief Constable Olivia Pinkney – Hampshire Constabulary
Chief Constable Stephen Watson – Greater Manchester Police
Chief Constable Debra Tedds – Warwickshire Police

MINUTES AND ACTIONS FROM PREVIOUS MEETING

The minutes for the previous meetings held were agreed:

- 19-20 May 2021 – Agreed
- 22 June 2021 - Agreed

Action Log

(Session 1 (March 2021) – Gender Hate Crime, Misogyny and Misandry (Action Owners: Carl Foulkes):

Chiefs noted the update. To come back to September CCC for ratification once feedback from forces/stakeholders has been received/agreed. **Action is Open.**

Session 5 (March 2021) – Creation of Prevention Committee (Action Owners: Stephen Watson):

A paper and report are being produced for the September Chiefs' Council meeting and several workshops have been scheduled for all law enforcement partnerships to attend and provide consultation. **Action is Open**

Session 1 (May 2021) – Chair's Update – Covid-19 (Action Owners: ACC Owen Weatherill):

NPoCC Strategic Lead has met with the NPCC lead for ethics who stated that there is an established ethics committee and vice chair of the Op Talla Ethics group to discuss options. There is merit in bringing the two together in some form and this will be worked on going forward. **Action is Open.**

Chair's Update

The chair welcomed visitors to Council. The following were congratulated on their recent appointments:

**Queen's Birthday Honours List
(All awarded the Queens Police Medal)**

Lucy Clare D'ORSI, Chief Constable, British Transport Police.

Craig Lewis GUILDFORD, Chief Constable, Nottinghamshire Police.

Gavin John STEPHENS, Chief Constable, Surrey Police.

Rachel Julie SWANN, Chief Constable, Derbyshire Constabulary.

Fiona TAYLOR, Deputy Chief Constable, Police Scotland

Full list link: <https://gloo.to/67j8>

Appointments

- Gemma Stannard appointed NPCC Strategic Hub lead on the 25 May.
- Emma Barnett has become T/CC for Staffordshire Police
- Sarah Crew has become T/CC for Avon and Somerset Constabulary
- Debbie Tedds has become Chief Constable in Warwickshire Police
- Pippa Mills has been selected as Chief Constable for West Mercia (date TBC) Anthony Bangham retires in September I believe.

EURO 2020

The Chair updated Chiefs on the feedback post Euro 2020 tournament which included; incidents and violence against officers was far greater than previous football tournaments, adding a factor may be

the effects of the national lockdown and the public releasing tension which manifests itself in to these types of incidents.

Decision: Chiefs noted the update.

Covid-19

The Chair stated that with the upcoming changes to the National Covid-19 restrictions and in relation to PPE the current stance will remain until the next review point, and an Operational Guidance update will be circulated on ChiefsNet to all Chiefs.

CC Jeremy Vaughan mentioned a recent meeting with the Welsh government and the proposed legal changes in Wales, and noticed a marked difference in the two nations position. Adding, the way to look at it is with the Welsh legislation in mind. The Chair included the prospect of Scotland also being on the same position and the need to factor that into the overall position.

AC Owen Weatherill commented on the rise in self isolation cases amongst officers and staff, and he is trying to leverage a position where a different stance can be taken to alleviate some of the pressure on Forces and will update Chiefs on the outcome.

CC Lisa Winward asked if the Lateral Flow Tests and PPE was going to continue to be provided as it was heading towards being withdrawn, bearing in mind and in the light of the previous comment and stance of remaining within the current rules. AC Weatherill stated that is the objective and is currently being negotiated with the government. The Chair added Policing is pushing not to get any additional responsibilities put onto Policing from the government, highlighting very strongly the demand and pressure this puts on Policing, and encouraged Chiefs to reiterate this point to government officials when possible.

Action: PPE & Infection Control - Operational Guidance update will be circulated on ChiefsNet to all chiefs.

PCC's Review

The Chair mentioned Phase Two of the PCC review had started, and a number of working groups dealing with the issues that have been identified from the findings of Phase One of the review have been created. Policing is very closely aligned in with the work and will keep Chiefs updated on how that works develops.

Decision: Chiefs noted the update.

National Policing Board Update

The Chair updated Chiefs on the last National Policing Board which the Home Secretary was unable to attend and was subsequently chaired by Policing Minister, Kit Malthouse. The main point and drive of the meeting was unity, and the value of working as one within the UK. With Chief Constables and Home Office representatives and ministers from England, Scotland, Wales and Northern Ireland contributing.

Decision: Chiefs noted the update.

NPCC Inclusion and Race Equality Programme Update

The Chair updated Chiefs on the appointment of the Independent Scrutiny and Oversight Board Chair, which will be announced soon to wider organisations and the public. CC Sir David Thompson added, the appointment will put a good external perspective over the NPCC Inclusion and Race Equality plan. The programme would like to present a more substantive update to Chiefs at the next Chiefs Council meeting, and one of the key things highlighted is the work being carried out on the outcomes framework within this programme.

Decision: Draft of the outcomes framework and update from the new ISOB board to come back to the September Chiefs' Council meeting.

Policing Vision 2030

Gemma Stannard offered a brief update on the Policing Vision 2030 which included; the work being paused over the summer months due to the fact over 50% of the PCC's are new to the position and getting familiar with their Forces. Adding, joint resource from the NPCC and APCC has been agreed and once this is embedded the work will be picked up again in the autumn. CC Ian Livingstone asked if the NPCC and Chiefs should have a stand alone version of the Policing Vision which includes Police Scotland and PSNI. Adding, this a topic that he would like discussed at a future Chiefs Council meeting. The Chair responded that having a separate vision may lead to confusion but is happy to discuss and debate the topic at a future council meeting.

Action: NPCC SPP team to review options for taking forward police chiefs leadership group vision into NPCC strategy going forward.

British Police Symphony Orchestra Update

Action: Dave Thompson and team to circulate update to chiefs on next symphony taking place on the 4 December along with force members of the orchestra. A request will be sent to forces seeking support for hosting rehearsals.

Hosting of NPAS Update

CC Rod Hansen provided Chiefs with the following update; firstly, a new National Strategic Board Chair, John Campion (PCC West Mercia) has been appointed. The governance proposal discussed at the recent board meeting has been paused, to omit any unnecessary disturbance to the arrangement and section agreement relating to the collaboration. The Gold Group has been established with the right people, representing the right organisations. The Terms of Reference (ToR) has been circulated amongst the members with the first meeting taking place later in the week for discussion, which will be confirmed and sent to Chiefs in due course. CC John Robins added, a prospectus has been created regards the hosting of NPAS, and a number of Forces have not ruled out or are open to the NPAS and Aviation portfolios being combined. CC Robins appealed to Chiefs to step forward to have the discussion of a combined portfolio before the NPAS portfolio potentially collapses.

Decision: Chiefs noted the update and were encouraged to review the prospectus circulated re hosting NPAS.

Cross Government Review of Rape – ongoing work

CC Sarah Crew updated Chiefs on the national picture with regards to rape, which included the following points;

- The RASSO agenda and the performance of Policing alongside the wider system has come under intense scrutiny, which will be reflected by the government introducing performance score cards.
- CC Crew offered reassurance to Forces, as they will receive guidance, best practice and support to enable policing to improve its performance and meet the government expectation. Adding, the plan includes clear actions not just for Policing but prosecutors in courts.
- For Policing a new approach to investigations will roll out to Forces, to help reduce the number of victims withdrawing from the process and to work with partners to increase the number of trials being heard at court
- There is a commitment in the plan to include improved data extraction technology, enabling up to 10'000 mobile phone devices each year to be processed at an earlier stage of an investigation. Also, work with the mobile phone industry is being undertaken to provide swap out phones to victims.
- New pathfinder projects will be launched across four Forces, which will allow external scrutiny of decisions and drive public confidence in Policing and the CPS.
- A ministerial led Criminal Justice Task Force is being set up, members include CC Sarah Crew, NPCC Chair Martin Hewitt and AC Nick Ephgrave. The task force is advised separately by an expert group which includes representatives from stakeholder groups, also providing external scrutiny to the implementation of actions and offering support. Policing Minister, Kit Malthouse has been given overall accountability for the task force.
- Phase One of a HMICFRS and HMCPSI joint inspection on rape is being released, it is the first of two reports which between them will consider the response, decision making and effectiveness of Policing and the CPS at every stage of a rape case.
- The Police and CPS Joint National Action Plan (JNAP) sets out how the Police and CPS will work together and improve the joint response to RASSO over a three year timeframe.
- JNAP is structured around five themes; supporting victims, addressing issues related to case work quality and progression, balancing the needs of an investigation with the right to privacy, supporting learning and development and finally, inviting stakeholder engagement, scrutiny and involvement.
- There is a plan to release a number of useful products to help Forces with the scrutiny surrounding this area.
- Project Bluestone is the start of a transformation plan on how Policing responds to, manages and investigates RASSO. It has been co-developed by leading academics and is an evidence based approach to transforming the response.
- Operation Soteria is a wider rollout of project Bluestone and will include four additional Forces who will join Avon and Somerset in trialling and evaluating the identified best practice.

- Support to Forces can be accessed from RASSO leads, the Knowledge Hub, through providing agile dissemination of products and tools, alongside Bluestone events, peer support and sharing knowledge across other related portfolios.

The Chair highlighted the huge amount of pressure around this area from the government and the Prime Minister. The Chair encouraged Chiefs to have a look at what is happening within their Forces and pick up the early learning, and adapt and adopt what is emerging as mentioned by CC Crew.

- **Action:** Sarah Crew to share joint inspection report on the 16 July with all chiefs via ChiefsNet.

Action: Sarah Crew to share webinars for supporting your RASSO Investigations and Prosecutions – online conference with all chiefs.

Violence against Women and Girls Strategy Development.

CC Carl Foulkes stated, this is an area that the UK government has a growing interest in and covers a large scope of organisations and elements. And, would recommend and support having someone in a role/post for a time limited period, pulling together all the different areas, offering a co-ordinated and cohesive approach from Policing, which CC Foulkes feels will add huge value.

CC Michelle Skeer supported the proposal of additional resource. Adding, in terms of the following papers and proposals, there is an emerging issue of how the capabilities are managed because of the increasing demand in this area, and to consider how it is looked at on a whole. The Chair stated, this issue would be discussed further with a more collective view at the end of day two of Chiefs Council, as a definitive answer is not required now.

CC Rachel Swann commented that CC Foulkes is correct about the capacity and the increasing level of interest in this area. And, appointing someone in this role is important, and signals the intent and seriousness Policing takes in this subject. To not move ahead with this proposal would appear to not show the interest and commitment Policing has within this area. Also, the governance needs to be discussed and clarification on where the person taking on the role reports in to. The Chair added, that conversations have already taken place around the governance and it has been made clear the person would not be reporting directly to the Home Office.

CC Shaun Sawyer stated, the need to work with one scorecard and one data tool, with one source of data and data manipulation has to be the ambition moving forward. As the danger with using different data tools is they can show and tell different things.

CC Sir David Thompson supported the proposal for additional resource and commented, as the definition is widened in this area and more is brought in through crime recording, there is a concern that it may suppress more of what can be detected, which will make it appear as a Police failing in this area. Many of the issues within the wider bracket of this area are broader societal problems, and are being attacked through the criminal justice lense. Adding, care needs to be taken in how crime categories are described nationally. It touches on a broader paradigm and the public health approach, as all of this is being viewed as a criminal justice problem and not seeing some of the broader issues, which need to be viewed by the systematic approach, particularly around violence in families and problematic relationships. AC Louisa Rolfe shared the concerns raised by CC Thompson and stated there is a lot of scope to work with the Home Office on a crisper definition of Policing's role and to point at other parts of the government, organisations and agencies to step up in this area.

The Chair concluded that a time limited and tightly governed resource to combine all aspects in this area and also to propose support from the Home Office, will be drafted and circulated to Chiefs.

Decision: Chiefs were supportive of putting dedicated resource into this area of work and Rachel Swann with support from the NPCC strategic hub would work up a proposal with terms of reference for an appointment. Once drafted an update would be circulated to chiefs.

Regional Papers

NPCC Criminal Justice Coordination Committee Update

Summary: The purpose of this paper is to provide updates in respect of key issues currently under consideration within the Criminal Justice Co-ordination Committee, each of which has the potential to have a substantial impact on CJ related practice in future.

Decision: Chiefs noted the update and Criminal Justice System Performance work is on the agenda in session 6.

NPCC Local Policing Coordination Committee Briefing

Summary: The purpose of this paper is to provide updates in respect of key issues currently under consideration within the Local Policing Co-ordination Committee, each of which has the potential to have a substantial impact on LP related practice in future.

Decision: Chiefs noted the update and provided feedback on proposed areas for discussion within session 7 on the agenda.

Police use of Artificial Intelligence and Machine Learning – A Stocktake

Summary: CCC in January, Chiefs' endorsed a set of actions aimed at preparing for future strategic challenges, building on the College's Future Operating Environment (FOE) 2040 work. These actions had been flagged by NPCC Coordination Committee Chairs at a workshop hosted by the College in November 2020. This paper provides an update on one on these actions – a 'stocktake' or high-level picture of the Artificial Intelligence (AI) and Machine Learning (ML) technologies currently being used and developed within policing in England and Wales.

Action: Author to make contact with the North East region to provide an update on how this work links to the Police Digital Service and whether there is the intention to build a case for funding through the next CSR process. Issues concerning ethics are critical (as acknowledged in the paper) and need further discussion. There is also the need to ensure that the Police Service has all the building blocks in place in terms of data, data warehouse and analytics before embarking on the AI/ML journey (on which accurate data is clearly critical). The Metropolitan Police within the London region also provided useful feedback for further discussion at Chiefs' Council.

Decision: The paper has been placed as a substantive discussion item within session 5 on the agenda.

NPCC Strategy and Business Plan Update

Summary: The draft NPCC strategy has been updated using the feedback from the February 2021 regional Chief Constables meeting, break-out sessions at Chief Constables Council (March 2021) and internal developments in specific areas of work; race and inclusion, appointment of Chief Scientific Adviser and cross government working on criminal justice.

Action: SPP team to coordinate with Greater Manchester on their comments around Strategic Objective 4 - Collaborate with partners to enable a transformative digital service for our workforce and public. The London region raised the following points:

- The region expressed general concern that there had been insufficient engagement on the development of the strategy and would like to see what engagement is planned going forward.
- The region further expressed a desire to see clear deliverables and clearly defined outcomes in the strategy.

- The region would like to see clarity on what policing is going to achieve by 2025.

Decision: The paper is a substantive discussion item in session 2 on the agenda.

Police Pensions – NPCC Memorandum of Understanding

Summary: To provide Chief Constables' Council with an update on work currently being undertaken on pensions and seek approval for a Memorandum of Understanding that will help clarify the roles and responsibilities of the NPCC Pensions team and Scheme Managers.

Action: Latest pensions update will be circulated to chiefs via ChiefsNet

Decision: Chiefs supported and there are some helpful comments that the team have noted. In respect of Merseyside, they are shown qualified support the team will reflect their feedback in a final version of the MoU to issue – Merseyside's feedback essentially ask for specific references that are within the team's thinking anyway. A final draft of the MoU will be circulated via the Steering Group.

Pay Progression Standards

Summary: This paper provides an update on progress towards on the implementation of the Pay Progression Standard (PPS) for police officers from April 2022. It builds on a long-standing commitment to pay reform, linking progression to performance.

Feedback: There is one outlying force which very explicitly doesn't support the idea of differential approaches to training requirements. There is strong support elsewhere. Going forward that all bar one forces supported, and equalities will be monitored. But overall forces would welcome that discretion is part of the position from this consultation. The 2nd issue is readiness, bureaucracy and capacity – all related.

Response to feedback: April 2022 is a date which the Home Office pressed for in Spending Review discussions and CCC has supported. However – the paper lays out the intention to (a) survey forces on readiness; and (b) engage forces and work with them on the least bureaucratic route to achieving the commitment. If surveying forces shows evidence that due to factors such as Uplift and COVID, that this cannot be implemented by 1.4.2022.

Decision: Matt Jukes will action to continue to work with forces on the process and share their readiness assessment, likely seeking Home Office support for implementation in 2022/23 as opposed to the hard date of 1.4.2022. The Portfolio will bring back an update to next CCC.

The team have suggested to continue to apply effort to (b) and workshopping this with forces. The team will seek to get this in as soon as realistic, as part of the Spending Review narrative around pay. The team are doing a survey and already have helpful evidence back to the Home Office that in Council's judgment, implementation later in 2022/2023 and/or in a phased approach would secure progress in a way that gives greater confidence.

Engagement Model between the Home Office and Policing for Policing for Technology Major Law Enforcement Programmes

Summary: The paper provides information regarding a new proposed way of working between policing and the Home Office in respect of delivery of technology programmes. Chiefs were asked to agree that the direction of travel (described in this paper and supported by IMORCC) regarding a new relationship between the Home Office and policing is correct in order to deliver technology programmes effectively. To note that the NLEDP will be used as a pathfinder of how the new Product Centricity model performs.

Decision: Updated position paper to be presented at the September Chiefs' Council meeting.

Session 2

NPCC Strategy and Business Plan

The Chair introduced the session and highlighted the ongoing development of a clear overarching strategy on what the NPCC would like to deliver over the coming years. The Chair handed over to Hannah Hart (NPCC Strategic Planning and Performance Lead) who provided an update on the NPCC Strategy and Business Plan. Using the feedback from the workshops held at February 2021 Chiefs Council alongside regional forums has been collated. Adding, things have moved forward significantly within the whole landscape of the NPCC. Hannah offered the following points taken from the received feedback:

- The strategic objectives have been revised and reduced from 8 to 6. The content hasn't been changed but integrated and refocused into other objectives.
- Operational independence was a consistent theme highlighted from Chief Constables and has been reinforced in the narrative.
- Reference to VAWG, Rape Review and Criminal Justice has been revised and strengthened.
- Links have been made with the Chief Scientific Adviser and the developing Science and Technology roadmap.

Hannah continued, stating regular meetings have been set up with colleagues (at the same level) in other areas of policing to share strategy ideas, planning, offering transparency and looking across the system as well as internally.

Behind the strategy there is a Business Plan which has been widely shared, and the plan explains how things are being brought together, alongside the work taking place internally. There are four key themes brought together in the Business Plan to support the strategy; NPCC Programmes, Coordination Committees, New Operating Model and Business as Usual.

It has been looked at in two parts, Q1 and Q2 which is pulling together all the legacy work and building blocks for the future. Q3 and Q4 looks into the future and is dependent on the evaluation of the Spending Review and Operating Model moving forward. Work has been carried out on the measures of success within the strategy, the business planning cycle and highlight reporting, which is linked to the new risk management framework and managed by the NPCC Strategic Hub. Within Q3 and Q4 the business plan will be reviewed using all of the information received to create a revised strategy and business plan for 2022 onwards.

Gemma Stannard (Head of NPCC Strategic Hub) added, the focus over the next few weeks is begin to implement the work Hannah has highlighted and join all the different functions of the NPCC central hub together. Also, to make sure the Committee Coordinators feel part of the central hub and experience consistency with what they are doing and how they are operating, this will ensure transparency on what the business plan looks like. It will enable the strategic hub to identify inter-dependencies and be pro-active with the extra resource available within the central hub, to bring it together into one coherent piece.

CC Jeremy Vaughan shared an observation on the models of delivery of the capabilities, and the role of the NPCC in the future. Stating, he is supportive of the strategy and business plan but there are

questions around how things are organised for the delivery of the work. And, the role of the NPCC with the need to revisit some of the strategic objectives over a period of time. The Chair responded that whilst ensuring and remaining clear on objectives, the landscape is shifting and will continue to shift, and the changes will inform and help revise the strategy, business plan and delivery.

CC Shaun Sawyer commended the team on the work carried out to refine the strategy and business plan but was under the impression that the session was to sign it off, as it was presented as another draft. The Chair responded that this session is designed to request sign off from the Chiefs and apologised if it wasn't clear in the presentation of the session, reiterating that the document will shift and change over time but will be brought back to Chiefs for continued approval.

Decision: Chiefs supported the NPCC Strategy and Business plan.

Comprehensive Spending Review

CC Stephens began by outlining the context, stating there is no agreed formal launch for the Comprehensive Spending Review (CSR) and it is expected pre-recess but there are conversations already taking place around areas of investment and priorities, and it has been highlighted that post pandemic Policing should expect a tough settlement negotiaton. There has been an emphasis on beating crime, so any new requests will need to be strongly linked to the ambition and performance expectations within that. CC Stephens requested notification of any additional bid items from colleagues, to allow it to be incorporated within the CSR.

Gary Ridley updated Chiefs on the main themes within the CSR bid stating the bid is in three sections; firstly, a summary highlighting the challenges policing has as a service and the financial ask.

Secondly, adding the following main themes;

- Demand and Crime Outcomes,
- VAWG,
- 10yr Drug strategy,
- Local Policing,
- Criminal Justice,
- Capacity Building,
- Cyber,
- NPAS,
- Efficiency,
- Inter-relatedness and Whole System Approach.

Adding, Inter-relatedness is quite important as a lot of the other themes have a digital element to them, and highlighted the importance of capturing the digital implications more broadly. Also, with regards to efficiency, it is clear the treasury are expecting a lot from policing as a service in terms of efficiency. Draft guidance will be sent to Forces with a common view on efficiency and productivity within policing, which was produced by a number of Chief Finance Officers, to ensure commonality in understanding when presented to the Home Office. This will also highlight to Home Office officials the inbuilt efficiencies and cost pressures already absorbed within policing and the funding model, and it will not be one big financial ask.

Mr Ridley shared six areas which requires careful calibration, these included; Police Uplift, Pay and Reward, ESN and other ICT projects, Pensions, Capital and Net Zero. With regards to Police Uplift, there has been continuous updating of the cost model, ensuring future sustainability is captured and additional resource for learning and development, and wellbeing. There is a need to consider where future potential pay awards will take Policing and consider the implications of any pay freeze. Also to look at requesting a multi pay award, with expectations of clear returns from the Treasury, and what that may mean. The most significant issue relating to pensions is the 24/25 re-evaluation on officer pension schemes, which are likely to grow significantly and requires assurances the costs will be met from the centre. Mr Ridley continued, with regards to police staff pensions, the schemes are still in deficit, adding, when the new employer rates come out for police staff pensions there is never any financial support given from the Home Office, which is one example of the hidden efficiencies made within policing, and will be highlighted to the Home Office.

Mr Ridley gave a perspective on Capital, stating over the next three years the service is looking to spend 2.5 billion pounds on Capital, which is approximately 800M a year and against that a 14M a year Capital grant is received, the rest is funded from revenue contributions or more commonly borrowing. The issue with borrowing is the repayments and even though currently interest rate are quite low, this will not always be the case. It is not just the interest rates but the overall debt repayment which is becoming more of a significant challenge for Forces borrowing over 90% of spend which is unsustainable. With this in mind, there will be an ask for an additional grant in areas such as ICT and Fleet. There are two main targets within Net Zero, firstly the move to electric fleets by 2030 and a 50% reduction of CO2 emissions from public sector buildings by 2032. The rate of progress on Net Zero will be driven by the level of ambition but also available funding.

CC Gavin Stephens continued by updating Chiefs on the proposed approach. This will be achieved by carefully calibrating all the financial issues and aiming for long term sustainable uplift funding, with a degree of flexibility for specialist staff within that. There is a need for comfort on the pension challenges and pay reward, including capacity and capability building, which will lead to really strong national initiatives. They are capturing all the work being carried out around efficiency and productivity and looking for funding on the major technology programmes, so they are properly resourced. Stating, that pulling all the areas together and giving local flexibility to deliver key themes, will hopefully lead to improved national and local outcomes.

AC Nick Ephgrave thanked CC Stephens and Mr Riley for their update, and asked how this will be presented to the government. AC Ephgrave suggested, highlighting all the positive outcomes that will be achieved if they choose to spend their money this way, advocating a positive approach and presentation. The Chair agreed adding, this is the approach that is being taken but before that to secure the baselines and then to present the ambition and link it to the governments objectives, which is the approach shared by Home Office colleagues.

CC James Vaughan commented that he was very supportive of the approach and the optics are looking progressive. Further asking, if there might be a need to strengthen the Digital Forensic and Biometric development. Also, if there is a long term Forensic Capability need for policing and how it is arranged, approached and governed which he feels is subject to debate. Adding, Digital Forensics has been a high priority with the government and would be remiss for policing not to discuss the ambition around that and other biometrics.

CC Keir Pritchard offered his support and thanks to the team and followed up with a number of points which included; asking if there is enough of a hook to the national policing measures, within the areas

of priority adding, in some areas a direct link can be made. CC Pritchard commented, that he could not see at the front and centre, violence and violence reduction, gang crime, knife crime and vulnerability, and if that is explicit enough or if it is covered in the over-arching crime theme. Further commenting, with regards to ESN and for Chiefs reference, he will be attending the Major Project Review Group and will outline policings understanding of the business case being presented by the Permanent Secretary and SRO Simon Parr, concluding, this may lead to an additional conversation to support CC Stephens CSR case.

CC Lisa Winward supported the work carried out by the team and commented, that the governments response recently has been around the great expectations on the 20'000 police uplift. And is concerned this will be their main focus and if that been expanded enough in this ask. Adding, the skills, resources and experience currently within Forces may be able to deliver on the governments asks. However, the young in service profile may not be able to deliver, even with the additional investment. CC Winward continued, the retention of officers has been slow in respect of the promise that was made in keeping the skilled officers, and would like to see an officer retention programme feature more strongly in the bid.

Paul Taylor commented that one of the main items for the government is that the UK will become a super power for science. This presents itself as a good opportunity to include the science and technology areas within policing to further enhance the governments science ambition for the UK. Adding, with regards to risk and the area of cyber, other organisations will be putting in large bids in comparison to policing, leading to the suggestion that those organisations will take that on-board and policing will not receive funding in that area.

CC BJ Harrington thanked and supported the team, adding with regards to the Capital bid and what likelihood is of PCCs supporting the freedom of Forces to raise money locally. CC Stephens responded PCCs are pushing for maximum flexibility on this issue.

CC Charlie Hall asked how joined, aligned and coordinated the bid will be alongside other bids going through the government, as some may be able to assist and some may hinder the policing bid. And, to consider identifying the most effective route the bids should be going through.

The Chair brought together the points highlighted and responded to comments, which included;

- The Chair highlighted the importance of the bid aligning with the No10 agenda and priorities.
- The Home Office will make the bid in September 2021 with Policing feeding into the content and direction within the bid.
- Post bidding process a summary document will be produced sharing the Policing input and the priority areas included.
- There is a reliance on the Home Office to not only align internally but also to bring together the Ministry of Justice (MOJ) alongside Policing.
- The Chair reiterated that the aim is to secure the baseline point and then demonstrate the ambition of Policing moving forward.

The Chair drew the meeting to a close and thanked everyone for their attendance and participation.

Decision: NPCC Finance Coordination Committee to share Home Office submission as an update to the September Chiefs' Council meeting.

Action: Finance Team to review feedback from chiefs to help develop the CSR submission.

Action: Chiefs to share any bids from portfolios or programmes with the finance coordination committee so that they can co-ordinate.

Session 3

HMICFRS

HMI Andy Cooke (PEEL, SRO) introduced Suzette Allcorn (PEEL, Portfolio Director) and the session. Andy Cooke began by mentioning the first Forces they approached about the PEEL programme, has almost reached its conclusion. Adding, this is a whole new process, and they have received some excellent feedback from the Chiefs who have been involved so far, and thanked them for their input. He continued, the idea is offer clarity on what the PEEL program is trying to achieve and how the process will work.

Suzette Allcorn gave a PowerPoint presentation to the Chiefs on the PEEL Program which included the following points:

- A brief recap of the journey from IPA which was the previous iteration, to the current PEEL program. Bringing together the separate PEEL pillar inspections, which came with the consequences such as; a number of areas within various Forces had not been inspected since 2016, which highlighted a gap in understanding around performance. Adding, that bringing the pillars together led to some really intensive periods of delivery for staff.
- This type of assessment model is an evolution and will need to continually develop and improve.
- The expected benefits and goals are shown in three stages for Forces and staff;
 - Less intensive activity – a less intense fieldwork period, better use of low impact activity, reduced CDI footprint, and prioritised Force data collection.
 - Consolidated efforts – evidence used from other inspections, minimised duplication, no unnecessary fieldwork, and alignment with FMS demand category.
 - Increased value – a wider coverage of Force activity, identifying risks sooner, increased focus on outcomes and public, and good practice and innovation which will be shown on the monitoring portal .

Suzette Allcorn shared the continuous assessment model which is a high level cycle, and highlighted the PEEL Assessment and Resourcing meeting (PARM) which in essence is an internal meeting with the HMI, identifying gaps in evidence before reaching any judgements. Adding, the model will take time to embed, and recapped the changes to judgement as follows; grades will not generally be comparable to IPA, new PEEL assessment framework, there will be five tiers of judgement with a new middle tier of 'adequate', judgements are at the core level only with pillars no longer existing and judgements are made on characteristics which include; good, causes of concern, and areas for improvement.

An underlying principle of the PEEL change program was to be agile. Using the early evaluation process, if a question or process was identified for improvement or change, the early evaluation would by-pass the process of it going through all Forces before a change is made, which will require a mindset shift for Forces. The current position of the PEEL program included; the evidence collection has been completed from the pilot Forces and the publication is anticipated by September 2021. It is a rolling programme with 3-4 Forces contributing per month, 27 Forces will be in progress by December 2021 and 43 Forces will be completed in 24 months.

The Covid-19 impact on the PEEL programme meant that inspection activity was paused in March 2020, some activity was restarted in 2020 which was mostly remote. The pandemic limited the ability to collect evidence as part of a continuous assessment it delayed the final evidence gathering period in pilot Forces until April 2021. This has led to an anticipation of an intense moment of activity during the final evidence gathering period, as the model is not yet fully embedded, and it will be exacerbated by the pause due to the pandemic. However, the evaluation shows much more evidence was collected pre-PARM and much less in the final evidence gathering period. There is further work being taken place within the team to understand why this is the case.

With regards to remote inspection activity, it has been identified this worked well with some but less so with other activities. There were challenges around providing devices, IT issues and the access to Force systems. However, most of the HMICFRS staff supported a blended and hybrid approach to working, with some activities carried out remotely and some onsite and in person. The planned evaluation is still on-going and embedded throughout the process to identify what has gone well, what challenges are faced and the improvements that can be made. The judgements are being evaluated with a review on clarity of guidance and criteria, and the ability to robustly and consistently apply it. It is also, moving towards a phase of receiving feedback from Forces with evaluation sessions with the FLO's as part of the PEEL Impact Evaluation.

Andy Cooke added a couple of points; the initial moderation of the three pilot Forces has been delayed, with more Forces being moderated to ensure fairness for all Forces concerned, taking everything into account and going with the most triangular evidence. Adding, people are not fond of the 'adequate' judgement and there is a feeling that 'adequate' is less than 'good' and the programme will expect some negativity around the 'adequate' judgement. In the narrative sent to Forces with the final reports from the HMICFRS, there will be clarity around the 'adequate/good' issue and an explanation.

CC Nick Adderley made the following observation, stating in the presentation it was said the inspection period would be less intense, however, it is not for Forces and it doesn't feel that way. There is a lot of resource and industry which goes into completing the process, and in terms of the feedback, suggesting it would be helpful for more transparency on what is identified early in the process to allow Forces to do the work ahead of time.

CC Serena Kennedy made a number of points which included; agreeing with the point raised by CC Adderley regards the level of intensity, and the clarity and language used in the narrative around the gradings is important, to enable an accurate understanding of the gradings to all involved in the process. As one of the pilot Forces, Merseyside fed back to the program that the Case File Review was better done in person because of the problem solving that was done at the end of each day and are happy to have people in Force completing this task. The staff survey is fine but it has to be done in person with focus groups as well, as this will achieve a true reflection of the feeling within Forces. And,

finally as this is based on continuous improvement, feedback is required at an earlier stage to filter back through the Forces.

CC Gavin Stephens welcomed the comments on reducing duplication, adding one area this could be achieved is in collaborated activities, Some areas are collabrated like Surrey and Sussex but are still visited separately. Also, pointing out innovation requires fieldwork and the mindset of catching people doing really good work, sharing it and directing people towards good practice is vital.

Dep Cmsr Sir Steve House made the following points; firstly, with regards to moving from four tiers to five. The initial thought behind having four tiers was the inspectorate had to make a decision to go in a specific direction. Adding the middle 'adequate' tier may encourage the inspectorate to go for the middle ground which is a tendency for some people. Also, adding the de-brief isn't always reflected in the final document which is quite upsetting and difficult to deal with, and would welcome accuracy and transparency with the de-briefs throughout the process.

CC Jo Farrell commented, the definitions of the grading require stronger articulation across the five tiers, and directing Forces to innovative practice would be very useful but must be supported by strong academic rigour. The VSA has a lot of merit but is processed based and didn't look at any outcomes for victims and that's where the focus is around the national policing indicators. And, with the specialists teams, it was difficult for the FLL to get them back for any further dialogue, and would recommend building in additional de-brief times should it be necessary.

CC Steve Jupp supported the points made earlier by CC Farrell and CC Kennedy, and added a feeling of uncertainty in the depth and level of reporting during the pandemic, when the change in the service delivery, operating environment and people is significant. CC Jupp continued, the statement in the report which highlights this was conducted during a national pandemic, and does not stand any ground academically with the changes that have already and continue to be indentified in policing. CC Jupp stated, that his Force were a pilot Force within the programme, however, the experience was that there was no piloting, and his Force were early adopters of a system that had already been agreed. Adding, support to Dep Cmrs House's point around the narrative of the grading system but expanding it to a national narrative. By adding the extra tier, there may be a public perception that policing is offering a lesser service to communities and victims which needs to be considered not only by the HMICFRS but by Chief Constables.

CC Shaun Sawyer suggested that this item should be a work plan and not a one off meeting. Ideally, a joint NPCC and HMICFRS work plan and suggested it as a recommendation after this meeting.

Andy Cooke responded to the points made by the Chief Constables which included;

- The intensity of the programme on Forces has been noted and will be addressed. PEEL itself covers a large area and the aim is to ensure Forces are accurately represented. A balance needs to be found on the level of intensity, which will come from discussions with the FLL's and HMI's.
- Earlier feedback is important and nothing should come as a surprise to Forces and the programme will ensure that is the case. The de-briefs need to be honest, Forces should not be in a position where they are unaware of issues which are then highlighted in later documents.

- There is an ongoing attempt to shorten the gap in the timescale for crime reports. If anything critical is identified Forces will be immediately notified and not held for the final report.
- The five tier grading has come from ministerial level and at this time cannot be amended.
- Focus groups should be in person and will be recommended within the programme.
- Collaborated activities has been noted and the programme will look to reach a suitable solution, to ensure two Forces working together get the same grading on the same piece of activity.
- Sharing good practice will be highlighted and promoted more so nationally, however, perfect practice will need the academic foundation to support the claim.
- VSA has taken a larger part of this inspection than previously, and will be looked at as an on-going process to ensure the balance across the board is right.
- With regards to the issues of pilot Forces being early adopters, in reality pilot Forces were early adopters. The HMI's are considering how the promises that were made to those pilot Forces can be delivered.
- On the national narrative on moderation, the programme will do all it can to reflect it and the HMI's will properly define the gradings to all concerned, allowing complete clarity and understanding.
- With the scope, level of work and impact associated with the PEEL programme an on-going work place plan with all the Chiefs would be welcome, and a meeting will be arranged to discuss how best to move that suggestion forward.

The Chair commented on the point around the moderation and the gradings including an extra tier. Highlighting, the issue and defined difference between adequate and good. The public may perceive it to be a step backwards regardless of the narrative in the report, and how that is communicated and explained is really critical for Forces. The Chair thanked Andy Cooke and Suzette Allcorn for presenting and closed the session.

Action: HMI Andy Cooke to share narrative explaining new grading (adequate/good) with final report once published.

Decision: HMI Andy Cooke to work with NPCC Performance Management Coordination Committee to review and evaluate work plan approach going forward.

Decision Chiefs welcomed the ongoing discussions with HMICFRS and focus on the following areas to help develop going forward:

- Review of process for earlier feedback to forces to help with continuous improvement and identify risk sooner.
- Definitions and comms of gradings needs to be shared with forces is critical moving forward.
- HMICFRS to send comms out to the public about the change in gradings.
- The intensity of this round of PEEL has been noted and should be reviewed going forward with future timelines.

Session 4

Update on the Independent Strategic Review for Transforming Forensics Programme and the Forensic Capability Network

The Chair introduced the agenda item and provided a summary of the actions previously agreed by Council to commission an independent assessment of the current forensic landscape. This assessment was led by Sir Craig Mackey supported by Police Scotland and the Scottish Police Authority. Assistance and input was also provided by Mary Calam (former Director General of Crime and Policing, Home Office) and NPCC Finance portfolio leads. The Chair hoped that the provision of the landscape assessment and resulting recommendations therein, should provide Chiefs the opportunity to discuss and agree the next steps to move forward.

Sir Craig Mackey started by thanking CC James Vaughan, Jo Ashworth and the Forensic team for their assistance and professional approach to the review process. Sir Craig advised that he would provide a summary of some of the key areas of risks and issues as outlined with the report. Colleagues were asked to pay particular attention to Annex C of the report which provided a comprehensive summary of the forensic landscape and the historical legacy. Some of the key issues arising were:

This was a complex market; there had been approx 4 or 5 market collapses/events over the last few years which had required action from law enforcement to address the arising challenges. The market landscape, of which policing was part of, was incredibly complex and it was therefore crucial for subject matter leads to understand the impact of decision making on the market etc.

Accreditation/regulation challenges; it was very challenging to achieve accreditation (challenges with SOPs, processes etc) and a key issues was for the NPCC to have a view and understanding of the activity in this space. The Forensic Regulator was due to attend a future Council meeting and Sir Craig stressed the importance of using this opportunity to have an engaged debate, together with the NPCC Chief Scientific Adviser, alongside a detailed review of the legislative regulation framework. This framework was very wide ranging and some of the resulting approaches could enable or challenge specific areas of forensic activity.

Legacy of the Transforming Forensic Programme; Sir Craig summarised some of the legacy activity which had previously been focused on financial savings. It was also highlighted that programme proposals had been through a number of iterations and had moved from provision of a unified service to provision of a federated service and it was felt that some of the detail and implications were not fully understood and this would need further reflection and review. There were also challenges and associated changes made to funding proposals and during the decision making process, a decision had been made to move to a Net Revenue Expenditure model – this change and the lack of some forces support, had resulted in significant challenges in making this financially viable.

Three lens view; Sir Craig summarised the three lens view approach as it was acknowledged that some of the challenges highlighted during the review were not TF/forensic related and could not be addressed by the NPCC leads. Therefore issues had been classified as either strategic, NPCC and TF/FCN in order to give some clarity on where those issues sit.

Sir Craig summarised that there were opportunities and risks that now had to be addressed in order to move forward. The debate on NPAS had resulted in issues being raised around national capabilities and lead force models and therefore some commentary was provided in the review to assist consideration in these areas. A number of changes in the TF landscape were also due to take place which included a new PCC lead and the retirement of the current NPCC lead.

The Chair invited CC Vaughan to provide comments. CC Vaughan thanked Sir Craig and the team and

commented that this was a hugely complex area of business. He felt the report was succinct, fair and whilst it had been a very difficult journey there were two overall key recommendations to consider:

- Policing must do agree a national approach in a co-ordinated fashion around this very serious and complex area of business
- There are significant capability gaps – including in biometrics, cyber, forensic development and capability and associated investment was required to be ‘top sliced’ into this space in order to develop a national programme that could link into the NPCC Chief Scientific Adviser and the Strategic Change and Investment Board.

CC Vaughan commented that Jo Ashworth and the Forensic Team had delivered in the forensic area and deserved congratulations for this. The Chair acknowledged the challenges of the SR process and the associated timeframes around this and opened up to colleagues for comment:

CC Jeremy Vaughan commented that the report was very helpful and helped to crystallise views. CC Vaughan raised whether it was worth separating the ‘here and now’ challenge of capabilities network/accreditation and the broader piece around NPCC development, the strategic hub and how we identify learning from national programmes/capabilities as there were some significant areas of work with differing timescales.

AC Louisa Rolfe was grateful for the work undertaken and felt that it set out the scale of the challenge that the programme has had to date. AC Rolfe, and the MPS, was supportive of the recommendations within the report however noted that some of those recommendations were unlikely to be resolved within the time available for discussion today.

Judy Heaton raised the issue of ‘ownership’ and who should fund and govern forensics. The end users were ultimately the Criminal Justice System and there may be some efficiencies to be explored and opportunities for a cross departmental body to oversee future development in this area.

CC Sir David Thompson commented on the tremendous and demanding work undertaken by both the NPCC lead and the team and felt this should be noted. It was noted that the Strategic Hub will provide greater opportunity to achieve improved audit processes and lines of accountability/decision making particularly around long term programmes. The review had captured the challenge and highlighted the digital forensic opportunity. Procurement processes and services needed greater consideration and should be more imaginative alongside exploring any links with the Blue Light work. CC Thompson was supportive of the review and its recommendations and felt it provided the opportunity to commit to an agreed way forward.

CC Serena Kennedy thanked the team for the report and felt it was comprehensive and succinct. CC Kennedy echoed comments made by colleagues around previous challenges and the opportunities moving forward. CC Kennedy highlighted there were a number of fast time approaching challenges – including the contracts issue which impacted on 19 forces and she queried how this could be progressed at a faster pace. DCC Ian Pilling summarised the engagement that had taken place between the North West Region to move this national work forward and highlighted where challenge had been made around where greater value for money could be achieved by a local service provision (i.e toxicology and drugs). The North West felt that a national forensic capability was required however it must be clear on what value and purpose it added for local policing and this review provided the opportunity to review and refine the national forensic capability and requirements.

A key issue was for the policing community to support the FCN and give it the mandate to succeed and move forward. The complexity of the market was a key consideration and Tom stressed the need to include private providers (both small and large) within procurement discussions. Tom also stressed that involvement of the Ministry of Justice stakeholders was also key. Fiona Douglas added that an overarching forensics strategy was highly beneficial and this should translate across to consider both immediate issues and longer term thoughts around market stability and forensic science development.

Mary Callam felt one of the lessons highlighted by the review was the need to have precise, clear requirements at the start of the journey and some of the issues faced by the Transforming Forensics Team had been exacerbated by a very broad mandate which had resulted in challenges later in the journey.

CC Nick Dean supported the review and the comments made by colleagues and felt that clear governance around decision making was a fundamental point to take the mandate forward and this may not have been as clear as it could have been.

Jo Ashworth welcomed the report and thanked Sir Craig and the team for the sensitivity shown during the review process. Jo commented that there was some nervousness within the team around the review as colleagues had put careers on hold in order to join the FCN team. Jo made a plea for clarity of vision and requirement (short, medium and long term) and highlighted some areas of activity currently in train to respond to immediate issues (including market challenges and the RASSO response) and therefore clarity of vision was required supported by a short term mandate and long term vision.

ACC Paul Gibson echoed that the review was welcomed. He reiterated the areas of short term work currently ongoing to address immediate issues which had challenging timescales – Paul felt it was achievable to reach some of the identified timescales around contractual requirements however the team required a short term mandate from Chief Constables Council in order to continue these areas of work as the current process made this extremely difficult. CC Vaughan agreed and highlighted some of the previous challenges that had been incurred with service providers and the need to consider the broader complex picture.

Sir Craig highlighted the need to consider the totality of the approach and understand how decisions made at a force/regional level affected the market and therefore discussions had to be had to resolve these challenges. A 'task and finish' approach would assist to address some of the short term issues and provide the FCN team with a short term mandate. The review also aimed to provide guidance around where some of the risks sat – some were with other partners in wider government etc.

The Chair advised that the review report ranged across the specific, immediate issues for forensics, the broader strategic issues and the collective recommendations for the NPCC to sign up to and deliver against. Forensics encompassed highly critical areas for all forces alongside significant associated spend and therefore policing must identify a way forward. The Chair recommended that a smaller group now work alongside Sir Craig and the team to work through the recommendations and identify the immediate short term issues and activity, the 'medium' areas that required further thinking around approach and the broader, longer term areas. One of the key issues to come out of this must be clarity of mission going forward, what this specifically means for transforming forensics, what are the 'burning platform' issues, what are the opportunities and key areas of focus.

Following the discussion, the Chair summarised that the review and the associated recommendations were accepted and it was agreed that a Forensic Gateway Group would be formed by the NPCC Crime Business Area and would be tasked with developing a programme of work identifying short, medium and long term priority areas.

Decisions:

- Chiefs agreed the recommendation that the programme cannot continue as it is.
- Chiefs accepted the report and recommendations in full and agreed to delegate governance to the NPCC Crime Coordination Committee to form a group to develop a programme of work going forward.

Action Crime coordination committee to develop a Forensics Gateway Group to take forward recommendations within the Independent strategic review report.

Action: New NPCC Programme lead to produce an update paper for September Chiefs' Council meeting.

Session 5

Technology and Sustainability

Bluelight Commercial – Sustainability – Establishing a National Direction to Decarbonisation for Forces

Lianne Deeming, CEO of Bluelight Commercial provided an overview of her role in Bluelight Commercial and her background as an engineer specialising in sustainability. Lianne delivered a presentation regarding sustainability and decarbonisation for forces. The following areas were highlighted from the presentation:

- An overview of the background and landscape around sustainability, climate change and associated government acts including Net Zero 2030
- An overview of the findings from baseline work undertaken by Bluelight Commercial in three key theme areas (sustainability strategy and policy, energy usage and fleet)
- An overview of some of the infrastructure challenges including those presented by moving a significant volume of existing fleet to electric/lower emission options and consideration of all potential procurement options to meet sustainability targets alongside the associated cost considerations and potential skills shortages (e.g suitably trained technicians)
- Engaging and learning from those that are further along the sustainability journey including areas of academia
- Establishment of a strategic sustainability programme which incorporates three key themes (sustainability strategy and policy, energy usage and fleet) with oversight provided by a Programme Board, Project Governance Board supported by a staff officer post

CC Rachel Swann commented that some forces may have already undertaken a baseline assessment around the environmental strategy so not all forces may need to baseline in this area. The direction

of travel and a national policing approach was supported however CC Swann challenged the provision of staff officer support and suggested that support provision be considered further.

CC Jo Farrell asked if there was a sense around how realistic the targets were for policing to achieve alongside the collective challenges. Lianne confirmed this was a big challenge area although some forces were in different places around their sustainability investment and transition. Capital funding, affordability and timeframes were the challenging areas.

CC Chris Haward supported the direction of travel but voiced concerns around dedicated staff officer support as other portfolio areas had to find their own resources to deliver national programmes. CC Haward queried where specialist capabilities get considered as well as the implications of covert policing and the use of covert vehicles and their associated requirements.

CC Gavin Stephens was supportive of the approach and queried any detail and thoughts around supply chains and their impact on environmental footprints.

CC Shaun Sawyer was supportive of the approach and advised that this was an area where support of the Police and Crime Commissioner's was also crucial due to the strategic nature of sustainability requirements. CC Sawyer queried whether the issue of audit may require further consideration i.e consistency of benchmarking processes between forces, and whether consideration should be given to an alternative NPCC representative to sit on the Project Governance Board.

ACO Nick Adams was supportive of the direction of travel. ACO Adams welcomed the opportunity for further clarity around scope and areas that are best achieved in either the national and/or local space.

CC Thompson emphasised that Lianne Deeming was performing this role outside of the NPCC and therefore a bid for staff officer support was appropriate in the circumstances. CC Michelle Skeer supported this and felt that the provision of NPCC support could provide some needed national momentum and assist with consistency around force approaches.

AC Jukes highlighted the need to prioritise buildings, heating and cooling as these were significant concerns for the MPS and it was felt these areas required greater emphasis. AC Jukes also highlighted the need to line up the economic cycle with the science and technology landscape to ensure that any procurement modelling is done in line with these cycles.

CC Lisa Winward welcomed the work at a national level and the need for a national framework. CC Winward stressed that national frameworks must meet local needs and take into account the move towards fire and police collaboration.

The Chair summarised that sustainability was a central issue for forces and remains a crucial agenda item. There was a consensus to pull together the programme of work as described and the need to define what is best achieved nationally, locally and with other partners. In relation to provision of support to this work, the Chair advised that the detail would be worked through however it was accepted that the NPCC would be required to provide this support.

Decision: Chiefs supported the direction of travel and agreed:

- To endorse the formation of a nationally set programme relating to sustainability (decarbonisation) based on 3 workstreams and a governance board.

- Supported the formation of a Strategic Sustainability Board and identify membership for workstreams with relevant skill sets by the end of August.
- Chiefs noted and recognised the need for money to be allocated to this project and this will be defined by the workstreams and brought to an alternative meeting.
- Supportive of clarifying the scope of a national strategy and coordination with local implementation.

Action: Following feedback from CC's the requirement for finances and dedicated/specialist resources will be worked up by the individual workstreams and a further update will be brought to a future Council meeting.

Police use of Artificial Intelligence and Machine Learning – A Stocktake

Rachel Tuffin, Director of Knowledge & Innovation College of Policing provided an overview of the artificial intelligence stocktake and the following areas were highlighted from the presentation:

- An overview of where the College of Policing draw some of the 'big picture' information including from technology trends, details of cyber attacks, development of technology etc
- Five challenges had been identified by policing stakeholders in areas where it was felt that preparedness could be improved and result in activity that could help deliver an improved picture
- There was a need to develop a network of horizon scanners and Chief Constables were encouraged to forward names of any members of staff who could contribute to this work
- An overview of the outcomes from a stocktake exercise and a knowledge sharing event which were categorised into three broad areas – truly predictive data, bulk data processing and risk triage
- An overview of the identified barriers and opportunities

CC Carl Foulkes commented that the presentation was helpful and helped to provide consistency across the piece.

Prof. Paul Taylor felt this work would assist in raising policings profile and visibility in this area as there were competing areas between policing and the Home Office and any associated funding bids must be aligned.

CC Gavin Stephens highlighted the associated skills development that would need to accompany this work as well as ensuring explainable recommendations to enable support of decision making.

CC Dave Thompson highlighted the work of the WMP ethics committee and suggested consideration be given to adopting this approach nationally.

Decision: Chiefs noted the update and agreed the following recommendations from the paper:

- The development by the College of a layperson's guide to AI, drawing on input from stakeholders.
- The engagement of policing in the development of the National AI strategy.
- The development of a policing AI strategy under the leadership of the new Policing Chief Scientific Adviser from the NPCC, picking up key points around data quality, skills and opportunity. The NPCC Data and Ethics group would provide an avenue for considering the ethical challenges.

Joining up Research and Coordination – Paul Taylor

Prof. Paul Taylor, NPCC Chief Scientific Adviser, delivered a presentation which provided an overview of the current strategic scientific opportunities and the potential benefits that policing could draw from this evolving landscape. The following areas were highlighted from the presentation:

- HMG has a priority for the United Kingdom to be a science superpower and policing must capitalise on this momentum and the associated benefits to support crime prevention activity
- Policing must have a single voice in the science and technology space which encompassed its unique ambitions and goals and enabled policing to respond to tomorrow's challenges
- An overview of activity to unlock the potential for policing to understand, shape and exploit the opportunities available
- An overview of some of the funding, engagement and collaborative working opportunities within the science and technology space
- Overview of engagement with UK Research and Innovation to explore opportunities for existing/new funding
- Opportunities to increase policing's horizon scanning and improve understanding around the future and emerging technology landscape
- Engagement with, and shaping of, the science and technology research base and innovation ecosystem

CC Charlie Hall thanked Prof. Taylor for his input to date and highlighted the networking and engagement opportunities Prof. Taylor is leading on for the NPCC including the work of the STAR board.

Prof. Taylor highlighted the REF framework which determines future funding for universities and the associated opportunities for policing to engage with this work around impact case studies and how he would be to help facilitate this engagement.

CC Shaun Sawyer raised the issue of engagement with the MoJ and their Scientific Adviser counterpart. Prof Taylor noted that there was currently no CSA role in the MoJ and this was an issue that was being raised as there was considered much benefit in having this role particularly within the criminal justice field.

Decision: Chiefs noted the presentation which highlights opportunities and advantages of working with external industry leaders and academia.

Decision: Chiefs supported the key work in the presentation (slides 6-8) around the 3 gear levers (Understand, Shape and Exploit) to help shape science and technology in policing going forward.

Day 2

Session 6

Performance Issues and Update

Policing Minister

The Policing Minister, Kit Malthouse welcomed new colleagues to Council and advised he is undertaking exit interviews. Thanks were given to Chiefs for the work on Covid-19 as we are approaching the 19th July 2021 whereby restrictions will be lifted. Forces will have a lot of holidays and rest days to catch up on and yet we are seeing crimes ticking back up to business as usual.

The Policing Minister raised the focal points for discussion are our national outcomes and focus, as we are still facing violence and he is currently half way through the round the table discussion with the big six. The Policing Minister requested Chiefs to source a highly motivated Superintendent and give them the evidence coming out of the forces working on micro hotspots to say do this consistently for 6 months a review the outcome of this. The allied work on county lines has shown the outcomes that are possible, and The Policing Minister is requesting for help with the mission if you can as the significant drop in county lines is showing a decrease in the amount of violence.

The safer streets fund is rolling out which is both policing and non-policing, and is showing enormous results.

The Policing Minister and Chair are both present at the Crime & Policing Performance Board, whereby performance metrics around forces are being looked in to. A rejuvenated and revamped College of Policing will sit along side this and look at the best classing model for policing.

The Policing Minister highlighted that an area of focus is around rape, and ensuring we get the number of cases in to court increased significantly over the next couple of years. Operation Soteria is ongoing with five forces and the Policing Minister has been around to PCC's to request their lean in on this and ensure the leadership required as of the Criminal Justice Board is being provided. Chiefs are shadowing this and CC Pinkney has reopened some cases for review, which is extremely welcomed. We have received a great response from the CPS, and there is the hope for this to translate in to wider work on the criminal justice system, which is known to be an enormous problem for all currently.

CC John Robins questioned when is the Commissioner for Criminal Justice coming in, as there is the struggle of working under capacity and having to rely on other agencies. CC John Robins then followed to ask when are CPS going to return the charging decisions for custody, as it is outrageous that people who arrested with possession are not being charged, however we can charge a shoplifter. The inability to charge in custody is seeing a significant drop in the overall charge rate.

The Policing Minister responded that this has been raised internally with the Attorney General.

CC Alan Pughsley raised the question regarding officers who deal with the big issues on our behalf. The Chair commissioned the Officer Staff Safety Review in September 2019, the Policing Minister helped to launch this in September 2020 and as a result there were 28 recommendations which are progressing well. However, CC Alan Pughsley requested help on a change in legislation for offenders using a vehicle to be seen as a unique and bespoke offence against our officers and staff. It was needed to protect officers, deter offenders from doing it and to recognise the uniqueness of the officers working hard to keep the public safe.

The Policing Minister responded that the first meeting of the Police Covenant Board took place on 14th July, where the OSSR was discussed and how this can be weaved and progressed. The Policing Minister will return to test the MOJ resolve on this.

CC Lisa Winward stated all of the points addressed by the Policing Minister we want to achieve, however, they require experience and tenacity within the workforce. We are 2 and ½ years in to the Uplift Programme and a package or policy was promised for retention of experience in order to deliver the experienced service and support student officers, however this has not come to fruition. The Policing Minister acknowledges this and will look to accelerate this on.

CC Gary Forsyth questioned the certainty of timescales for the formula review.

The Policing Minister responded it has been formally announced there will be a new formula run before the next election during this parliament. Recruitment of a Chair for the technical panel is currently in progress, and a project is planned for a formula to be in place for 2023.

CC Craig Guilford stated the imminency of the CJ systemic issue and questioned if there was interest for a radical approach around intensification as the CPS need to be freed up.

The Policing Minister agreed with CC Craig Guilford comments and pleading at the first appearance seems to be differential across the country. Minister has asked the MOJ to have a stepped appeal approach, and this is being looked into.

CC Shaun Sawyer commented as the Chair of the Performance Board, the reality is the operational consequences of a funding review sits unequally with the Chiefs and therefore encourages there is a debate within Chiefs.

The Policing Minister responded the language approach and operational consequences will be considered and there is a lot of variables within the formula and an important one is the transition from one formula to the other one.

CC Michelle Skeer asked regarding the 'adequate' grading for HMICFRS, and the concerns around the wording for 'adequate' and a force who is sitting within 'good' being downgraded to adequate. We will have an influx of 20,000 officers and there is the risk of the view of your local police service downgraded when it has in fact improved.

The Policing Minister responded that 'good' had become too wide of a grading and it felt a fifth grading will give a clearer view and a sense of direction.

CC Nick Adderley questioned the PEQF as there has been miscommunication and misrepresentation regarding this. The IDLP is closing off the opportunity for parts of the community for them to still join the police service. The intention of the college is to mandate the law and the route is for the PEQF will be the only route in to policing, however CC Adderley Nick questioned if The Policing Minister would be open to other opportunities into policing.

The Policing Minister responded that PEQF has been an attraction to the current generation, but would not shut off avenues for opportunities to join in another way.

CC Jo Farrell supported CC Michelle Skeer's comment stating the link between the service a victim receives to the outcome from criminal justice is not represented in the assessment. The outcomes for victims in terms of did they receive justice, is not reflected in the assessment.

Minister responded he will follow up with this.

CC Steve Jupp continued from CC Jo Farrell's statement, with the reference to reoccurring crime is not reflected. There is a disconnect without the fifth grading, however this has been feedback to CC Andy Cooke.

The Policing Minister will follow up on this.

CC Matt Jukes stated we often differentiate between crime and non-crime, however mental health has been recently seen to connect the two. CC Matt Jukes questioned how we can connect the two and communicate to other government departments and the NHS system.

The Policing Minister responded that a request was undertaken for a review on the mental health impact, and that there is the need for himself and the Chair to liaise with the Department of Health regarding mental health.

CC James Vaughan stated there is a laser line focus on county lines criminality, however due to data anomalies this makes Dorset 22% more likely to stop and search black people which makes the disproportionality against the population, which is a distraction as it is currently measured with a disproportionate focus.

The Policing Minister agreed with CC James Vaughan and the importance of the stop and search.

The Chair summarised that the prominent issues discussed are with criminal justice charging, HMICFRS and mental health.

Action: NPCC CJ Committee lead to link in with the Policing Minister's office on taking forward the offer to establish a joint task force to look at breath of CJ issues.

Decision: Chiefs noted the update from the Minister.

Regional and Crime Performance Groups and PMCC Update

CC Shaun Sawyer updated on the National Outcomes Framework, many of the regions have begun the meeting regarding this. CC Shaun Sawyer thanks CC Alan Pughsley for the steer on the formatting for Crime Business Area, particularly what does best practice look like and where is it signed off by the College of Policing. The regional leads are collating proxy measures to ensure there is not 43 different ones, which will be disseminated out for review.

The development of a RASO and CJS score card is undergoing, however there is a further discussion to be had on how it is ensured all portfolio leads and colleagues will use the one score card.

AC Louisa Rolfe stated the domestic homicide research funded by the Home Office, data has been requested by the Home Office.

CC Shaun Sawyer stated should we write a formal position here in terms of the experience of forces so far.

CC Jo Farrell has collated a documented response and will share this with CC Shaun Sawyer.

Decision: Chiefs noted the update.

Criminal Justice System Performance work

Luke Edwards, Director of Strategy, Capability and Resources is the lead for the spending review and other remit areas.

Melissa Case, Director of Family and Criminal Justice policy, and she leads the Criminal Justice within the MOJ.

Luke Edwards provided governance context, there is a real energy to get a recovery across public service as we approach the end of Covid-19 with three main areas of focus which are Health, Court Recovery and Education.

The RASO plan has a specific focus around digital forensics and driving forward specific requirements on mobile phones.

The Chair summarised that we have worked closely with officials in the MOJ, Melissa and Luke. The time constraints have been difficult at times but we have worked through them.

CC John Robins stated the work that is ongoing is excellent and agrees we need to harness this and get some results.

CC Dave Thompson stated we need to be looking broader and more long term, we are forcing something through a system that is not going to be able to do.

CC Simon Cole raised redaction is sucking away at resource, and 15% of the uplift time is spent doing redaction and if this is a need then resource needs to be provided to do this or if it is being done wrong then support needs to be provided.

CC Nick Ephgrave summarised the redaction is an issue, and have tried to promigate some tools to reduce the redaction time, however appreciation is taken that this is not the final solution.

The Chair summarised it is important that the broader group have sight of the work that is going on. There are some systemic issues that were prevalent before Covid-19 started and these will be addressed.

Session 7

Overview of Local Policing and Core Deliverables

CC Jo Farrell introduced the session and advised that she was leading this on behalf of CC Olivia Pinkney, who was on leave. This was the second of two sessions delivered to Council regarding the Local Policing Coordination Committee's role. CC Farrell provided a summary of the sub portfolio groups that sat within Local Policing which were significant contributors around key areas including policing by consent, public confidence, violence against women and girls and diversity areas. CC Farrell took the opportunity to pass on her thanks to Caroline Adams QPM, for the work she had delivered across the local policing portfolio in advance of her forthcoming retirement.

Children and Young People

CC Farrell delivered a presentation on the work of the Children and Young People portfolio – the following areas were highlighted from the presentation:

- Children and Young people were a 'thread' running through the majority of portfolio/policing issues – including county lines, vulnerability, diversity and inclusion and violence against women

and girls – a key aim of the portfolio was to ensure children and young peoples voices were heard in these areas through engagement with key stakeholder groups

- Engagement had taken place with the Childrens Commissioner for England around how best to reflect and present the views of children into the policing landscape. This engagement helped to inform the development of child centred policing principles which were created by using the four pillars of procedural justice (trustworthiness, respect, fairness and the voice of children) - CC Farrell provided an overview of each of these four pillars and some of the key areas for policing to consider around each of the pillars
- The portfolio played an intergral role with a voice amongst a significant number of stakeholder groups including the Howard League for Penal Reform, the Princes' Trust and a variety of youth sporting charities and organisations
- An overview of measurement of activity across forces and how to identify and address any areas of regional/force disproportionality as well as identify and share areas of best practice
- An overview of 'Your.Police UK' which provides a platform for young people to engage and build relationships with the police

Decision: Chiefs were encouraged to review approaches and help promote best practice for child centred policy.

Public Health Approaches in Policing

DCC Julian Moss delivered a presentation which provided an overview of public health approaches in policing. The following areas were highlighted from the presentation:

- An overview of the 'why': provision of engagement and connection across the public health landscape both nationally and internationally with an objective to break the cycle of inter-generational harm which impacts on all crime types
- A summary and overview of the five key areas in the public health landscape; population focus, how to address the 'causes of the causes', prevention, data, evidence base and outcomes and partnerships/system leadership
- An overview of the complexity of the public health geography and policing landscape and the complexity of the strategy and sector landscape
- An overview of the work undertaken so far including defining the public health approach, liaison with the College of Policing and the development of a joint knowledge hub, engagement webinars, development of a four nations preventative partnership network
- A summary of some of the gap areas including the lack of a cohesive strategy in England and the actions being taken to address these areas
- An overview of the work being undertaken within local partnership boards and how policing can influence these

Decision: Chiefs noted the evidence base will be published soon for public health approaches in policing.

Action: The approach to prevention and partnerships to be developed as a cross-cutting enabling function to be agreed at the September Chiefs' Council meeting.

Decision: Chiefs were encouraged to attend and send force reps to the next NPCC Problem Solving, Prevention and Partnership 2 day workshop on the 21-22 July.

Mental Health and Policing

DCC Rachel Bacon delivered a presentation around the work of the NPCC mental health portfolio. The following areas were highlighted from the presentation:

- A summary of the wide ranging definitions of mental health which transcends to all areas of policing
- An overview of the three NPCC portfolios which sit under mental health – partnership and crisis care, suicide and well being
- An overview of the mental health national strategy which sets out the national strategic objectives with a focus on improved understanding of mental health demand, ensuring mental health training is regularly reviewed by forces and a clear statement that the police should not be an alternative access point for mental health care
- An overview of the current mental health landscape picture; including work to review demand reduction and ensuring partners play their part, the street triage evaluation process, work ongoing with the CPS around guidance documents, development of a definition for a mental health incident to assist with accurate reporting and data
- Overview of the drivers of mental health activity including a joint thematic inspection of the criminal justice system which is to report shortly and a strong partnership working approach amongst key stakeholders and partners
- An overview of the impact of covid19 including a 25% increase in Section 136's – work is ongoing to understand the reasons for this increase
- Summary of next step activity including review of areas of disproportionality, input into new PCCs to help understanding of this complex area, ongoing pilot activity around crisis pathway work
- An overview of the Mental Health Bill 2022 and Mental Capacity (Amendment) Act and their potential impact on policing

Following the presentations, CC Farrell opened to questions/comments from Chief Constables.

CC Gavin Stephens raised how policing can ensure it gets the best from the commitment by the Policing Minister for a Joint Taskforce with the Department of Health and Social Care and support from HMG in this area. DCC Moss advised that there wasn't currently a cross government prevention board although this was in the process of being created and DCC Moss would be writing to HMG around the need for a cross cutting and sustainable approach.

CC Simon Cole highlighted the need to consider how policing can achieve traction in the health arena to ensure there is a joined up and holistic approach to mental health issues.

CC Pam Kelly raised the vision for policing on these key areas and the current fire fighting that required to deal with some of the performance challenge areas. CC Kelly stressed that a priority plan was required around the crucial delivery areas to ensure we can collectively manage demand in this area and work cross sector.

CC Chris Haward highlighted that getting partners to the table can sometimes be challenging. CC Haward echoed CC Kelly's comments the need to consider areas of priority and also where policing had the opportunity to say no and a future presentation to Council around this should be considered.

CC Lisa Winward commented that there were numerous previous historical reports and studies in this area and raised how can policing hold other partners to account regarding some of the lack of progress that has been made in the mental health arena.

CC Paul Anderson emphasised the need for policing to take a firm line and would be happy to share good practice.

CC D'Orsi stressed the need for a dedicated HMG national strategy supported by appropriate investment and resources. CC D'Orsi provided an overview of the BTP position and the partnership working with National Rail. CC D'Orsi also highlighted the significant impact on staff members required to frequently deal with mental health issues and deaths by suicide.

CC Farrell thanked colleagues for their input and recognised the positive work that was being undertaken across the portfolio areas and how they helped to address some of the challenges discussed.

Action: Chiefs to be updated further following consultations taking place on pilots around mental health hubs, crisis pathway work, 111 service to reduce pressure on the police.

Action: NPCC Portfolio to share details of the October conference to all chiefs to attend.

Session 8

CT Policing Update

AC Matt Jukes advised that he was covering the ACSO role whilst AC Neil Basu performed the role of Director of the Strategic Command Course. A longer session was planned for September's council however this session would provide an update around current threats and updates on two ongoing inquiries (Manchester Arena and Fishmongers Hall).

The following areas were highlighted from the update:

- An overview of the current threat landscape, the national threat level was assessed to be at substantial level
- An overview of the drivers of demand which had seen an increase since March 2021
- An update on prevent activity and referrals

An overview of current CT demand levels

Manchester Public Enquiry – Lessons

AC Jukes provided an update on the Manchester Public Inquiry which was in three parts. Volume 1 (Security) had been published on 17 June 2021 with volume 2 (Emergency Response) due for release.

Some of the recommendation areas were cross cutting and work was ongoing to review recommendations and the associated governance alongside those recommendations that are for specific forces.

Action: CT Policing to share volume 2 published in late 2021/early 2022: which will examine the emergency response.

Decision: Chiefs noted and agreed the recommendations to take forward from the discussion:

- Assessment of Volume One across NPCC stakeholders; Operations (incl. Events) and CT Business Areas.
- Collation of actions and progress into single plan for NPCC (aligned to BTP and GMP plans).
- Governance recommendations from this, flexible and resilient to receive Vol. Two and Three.
- For chiefs to review their PLATO plans ensuring they are checked, refreshed and communicated.
- Chiefs to review progress on local recommendations from exercising and testing.

Fishmongers Hall Inquest

ACC Tim Jacques provided an overview of the findings arising from the Fishmongers Hall inquest and the arising recommendations which focused on areas including effective management of convicted terrorists and suitable procedures to distinguish between different offenders and offender management training.

Session 9

Overview of Crime Operations and Core Deliverables

CC Alan Pughsley introduced the wider remit of the Crime Committee to Council. CC Lisa Winward has recently joined for Intellegiance and CC Louisa Rolfe has joined for Violence and Public Protection. CC Alan Pughsley headlined he is trying to bring it together in a coordinated way to Council to discuss in an open and honest way, secondly the cross cutting themes.

Violence and Public Protection Update

CC Louisa Rolfe introduced the presentation for the Violence and Public Protection portofolio and expressed keenness to work with Chiefs on this portofolio. There are 17 individual portofolios lead by Chief Officers, including rape, domestic abuse, county lines etc. Simon Bailey has been kept on by the Home Office for one day a week to oversee Operation Hydrant and the vulnerability and professional practice hub. The portofolio leads have identified the opportunity for some brigading and rationalisation to reduce duplication of efforts.

AC Lousia Rolfe introduced the presentation and stated the themes that have been identified to be part of the wider Crime Business Plan and the APP Business Plan.

The identified cross cutting themes:

- Criminal exploitation
- Perpertrator management

- Victim confidence
- Prosecutions
- Research
- Data
- Delivery of the National Vulnerability Action Plan

Action: VAWG Action plan to be circulated to all forces on the 22 July in preparation for the strategy being presented at the September Chiefs' Council meeting.

Child Sexual Abuse and Exploitation (CSAE)

DCC Ian Critchley presented the portfolio, and highlighted the ongoing work and immediate priorities.

Almost 88,000 offences recorded in 2019 – 2020 which is a 112% increase since 2014 -2015, however against that is a drop in other areas which has been debated particularly in the rape remit which is capacity and conviction which as reduced.

Current portfolio challenges:

- The scale of CSA- recording of offences has increased annually since 2012.
- Online harm- crime and emerging types of crime is sincreasing in this space.
- Peer on peer abuse- Everyones Invited and impacts of Ofsted reporting.
- IIOC attrition- Increasing gaps between recorded crime and positive outcomes.
- Group based CSE- Scale and nature of offending.

Decision: Chiefs supported the next steps as outlined:

- **Developing Capability** – capacity of staff and provision of digital forensics.
- **IICSA** – Sharing the outcomes of inquiry with chiefs and look at how forces should respond.
- **Analysis** – Continue the ongoing work around capturing totality of offending.
- **Future of Op Hydrant** – enhancing peer support capability.

Management of Sexual Offenders and Violent Offenders (MOSOVO)

CC Michelle Skeer introduced the presentation of MOSOVO and stated the focus of the presentation will be on the sexual aspect and highlight the key developments within the portfolio. They are working very closely with the Prison and probation service regarding MAPPAs, however probation are going through a significant transition back to an original probation service. The portfolio has undertaken and delivers training looking at risk assessments and risk management plans, however there is also the responsibility to review the indefinite plans.

The MAPPA report shows a 3% increase over the past year, however this has been lower than the previous years. The report shows three categories registered sexual offenders, violent offenders and other dangerous offenders.

CC Michelle Skeer highlighted progress on areas of responsibility. An area up and coming in the PCSC Bill regarding notification requirements is for more flexible arrangements to Chiefs for those who are coming in and signing RSO's and positive obligations which is another measurement that can be put on offenders who are going out in to the community.

There has been great improvements with VISOR, however VISOR is on old infrastructure from 2005. It is the only case management system that sits across all criminal justice agencies.

Significant levels of work has taken place with risk management, including the introduction of Active Risk Management System (ARMS) which was to allow us to assess the offender here and now and the risk they pose to the community. Changes in policing practice has also been introduced to help manage the numbers and ensure we focused in on the perpetrator and manage the disruption.

The predominant focus is notification requirements as conversations have begun with the Home Office regarding the legislation for 2003. Finally, there is ongoing research in to MAPPA and how effective it is.

Decision: Chiefs noted the progress on areas of responsibility going forward.

Acid & Corrosive Substances working group

DCC Rachel Kearton presented the Acid & Corrosive Substances working group which had the beneficiary of starting from scratch in 2017 with a large number of high profile cases, and as a result there has been a significant drop in cases. However, there has been an uptick in cases and acid is a weapon which is increasing being used. The new act will formalise the position and commencement is expected after 1st October 2021 subject to Ministers agreement. Provisions will prohibit the sale of corrosive products to U18 and prohibit the delivery of corrosive products to residential premises. It will be a criminal offence to possess a corrosive substance in a public place, we do not currently have resources to test corrosive substances. There is currently a trial piece ongoing with the Met to test how safe and easy this is for officers to administer.

Decision: Chiefs supported the development of a street-based testing device for the effective enforcement of the new possession offence with Dstl and the Serious Violence Unit.

UCPI Update

CC Andy Ward stated the Undercover Policing Enquiry is still ongoing and did not conclude in 2018, and is still progressing.

In 2015 the enquiry was established to look at all aspects of undercover policing, this effectively only related to police forces in England and Wales. The enquiry was broken in to three modules which are deployment, examination and management, current policing practices. The evidential side is broken in to six tranches, and the first three are very much focused on the MPS and SDS, tranche four is for the MPIU, tranche five is all undercover operations and tranche six is the management and oversight.

Phase two of tranche one has only now concluded, which provides an indication of how slowly this is progressing. The last phase two, tranche one hearing concluded on 14th May 2021, and the final hearing of tranche one is going ahead in May 2022.

The clear themes that have been highlighted in the tranche hearings thus far are:

- Sexism
- Misogyny
- Racism
- Waste of police resources
- No justification
- Lack of support
- Black listing

- Lack of disclosure

An issue which has been highlighted is around miscarriages of justice. A panel has been set up by the home office with representation from senior police colleagues and CPS. This was set up in 2015 and out of the last hearing the first referral has come through. There have been 64 applications for anonymity for forces outside of the MPS which have gone through and most of which have been granted.

The first witness pack from tranch four have come through and are working through and linking in to forces where there is relevance. CC Alan highlighted when these requests comes through, this must be turned around quickly.

The Chair stated there is an oversight group to look at all matters UCPI and the points raised are discussed and how we can intervene.

AC Helen Ball agreed with colleagues, however in the meantime we have to be 100% compliant with current practices, training and policies. The process of the enquiry does serve to undermine the tactic, therefore there is a job of work to keep current confidence in current operating model.

Decision: Chiefs noted both reports and the continued implications for forces.

Decision: Chiefs were encouraged to raise any particular comments or concerns to speak with Andy Ward at the NPCC UCPI coordination team.

Drugs Portfolio

DCC Jason Harwin presented high level updates on the direction of travel for the Drugs Portfolio. It has been well reported of 3million durg users with 300,00 of heroin and an estimated cost of summary the need is to invest in to prevention and 32 reccommendations. An additional £145 million has been secured for Project ADDER/ADDER accelerator locations, county line and treatment services. There is recognition of a whole system evidence based approach, linking in with partners to prevent beneficiacary from criminality. Secondly, the recognition for the need for a new capability and capacity. Law enforcements role to stop supply whilst reducing the need through prevention and where possible diversion into effective services.

Serious and Organised Crime Update

CC Steve Jupp discussed 20k Uplift and the ROCU position. The Uplift numbers are low, however there is the expectation for them to come through at the end of this year. The post continues to be made about the need for not only warranted officers but also police staff in various roles and this is being pushed via the SR.

CC Steve Jupp requested for colleagues to keep an eye on their numbers, as we would not like to be in a position whereby we would need to canter through the last months. A new ROCU Transformation Programme Board, chaired by CC Steve Jupp has been set up and has been put in to the following strands with thematic leads:

- People Strategy – ACC Pete O’Doherty
- Comms – Kieran Barry
- Performance/Outcomes – ACC Chris Green and ACC Dave Thorne
- Funding – Phil Wells
- Estates/IT/Enablers – ACC Matt Ward
- London – DAC Graham McNulty and Lindsey Chiswick
- 22/23 Planning – DCC Trevor Rodenhurst

In addition colleagues from the PUP, Home Office, CT and College of Policing attend to ensure full coherence.

CC Steve Jupp stated we have negotiated a smaller number in to this year to learn and take tension off of the investigative pressures. The Home Office are relatively confident we could spread the further 850 over year 3.

CC Steve Jupp presented two potential options to Council:

- The full 850 are delivered in to ROCUs next year (22/23)
- The full 850 are delivered to ROCUs over and extended two year period (22/23 & 23/24) with 425 in 22/23.

CC Carl Foulkes supported option two, with the commitments we will support CC Steve Jupp to flatten the curve over a period of time.

CC Sir Dave Thompson stated there are two stages to this, and this is a different position to the allocation in to CT. The number was previously taken for debate and agreement at Council, and

therefore Chiefs would all need to agree on the 425. We have not had a conversation on what those capabilities go specifically against, and it does not feel the 425 has been agreed with Council, if the 425 is agreed this should be locked in and we should be held accountable.

CC Ben-Julian Harrington agreed that we all need to step up with the commitment to ROCU and the capabilities. Our new workforce will be inexperienced, and any more time to build the workforce would be welcomed but we must continue to move these through and not put it off for a further year.

The Chair stated Council is in agreement to remove option one of 850 in (22/23), and further questioned where the figures have been drawn from.

CC Steve Jupp responded the 850 is the total number added to what we agree this year and what the Home Office asked us to invest in the ROCU network.

CC Sir Dave Thompson agreed to support a soft commitment however, it must be clear what the capabilities are it will go against to agree it is the right operation decision.

CC Alan Pughsley agreed with CC Sir Dave Thompson, that a soft commitment would be a good option.

CC Gavin Stephens stated we need to push for some room for manoeuvre over the timeline and numbers.

CC Steve Jupp reassures colleagues that this is not a centralised approach and forces are involved in what capabilities ROCUs need.

The Chair summarised there is some room for manoeuvre for this, however the 20,000 is a set figure and this is made clear. However we can further discuss the 850 figure which will be subject too all of the previously mentioned pressures.

Decision: Chiefs supported option 2 (up to 850) into ROCUs over an extended two year period (22/23 & 23/24) and to deliver on commitment.

Action: Chiefs agreed for 425 to be allocated into the ROCUs in 22/23. There was a soft agreement for the remaining 425 to also go into the ROCU network following work to be done on capabilities threat responses (futures profile of the ROCUs and the achievability of this based on workforce skills required).

Action: Further work is required with NPCC leads and the Home Office, in conjunction with the Spending Review, to agree how any allocation of officers will be apportioned. This will require the agreement of a future meeting of Chiefs' Council.

Spending Review – SOC Lead/SOC Portfolio

CC Steve Jupp stated there are two groups within the Home Office and our bids sit within both groups, Public Safety Group (PSG) and Homeland Security Group (HSG). The PSG Submission dispals the breath of activities that have been put in to the PSG.

CC Steve Jupp raised he would like to discuss the direction for the SOC portfolio. The recent HMIC thematic report on ROCUs observed that the team is too small to try and deliver what is required and there should be a dedicated national lead on behalf of policing.

We want to be looking at how we can coordinate a whole system approach, the demands on SOC alone are quite eye watering and the timeliness is difficult to do on top of day jobs.

The Chair asked Council if there is any Chief who feels the work and impact of SOC doesn't warrant us to have a full time individual to coordinate the work.

CC Sir Dave Thompson supported the concept of having a full time SOC lead, it must be costed and a Chief Officer comes without other resource. A Chief Constable is unsupported for legal and constitutional reasons, the only Chief Constable post we have that are not in police forces are Chair and the Chief Executive of College of Policing which are created by statute. CC Sir Dave Thompson stated if the post is to be at Chief Constable level it should be agreed through statute and commissioners and not by Chiefs.

CC Lisa Winward supported the proposal and needs to be at the correct level due to the gravity of the portfolio and the status it has.

CC Paul Sanford supported recommendations and the working group for its proposal. The work by CC Simon Bailey referenced previously, was only achievable due to the significant capacity he had around him, it is now trying to unbolt the capacity on Norfolk Constabulary which was given to CC Simon Bailey.

The Chair summarised there are some reservation from Chiefs, however there are no reservations that we don't need someone who does this full time. We need to create the working group fairly

quickly and there are a number of colleagues present who would be brought on to that and bring the different challenges. There is a strong support in the Home Office to reach an answer to this question and we must utilise that to answer some of the questions raised.

Decision: Chiefs supported the requirement for a dedicated full-time SOC lead at Chief Officer level.

Decision: Chiefs supported the formation of the proposed working group (of representative Chief Constables and reps from the NPCC operating model) to be organised by Alan Pughsley.

Action: Alan Pughsley/working group to consider the views of Council and report back to the September Chiefs' Council meeting with final recommendations. This will include picking up points raised by chiefs around, Pay/Funding, Rank, Legal Constitutional/accountability framework and overall remit of coordination.

Session 10

Workforce Session

CC Pam Kelly stated to colleagues the Workforce Committee looks after an array of portfolios including vetting, PSD, ethics, wellbeing, leadership with the College, pay conditions, Operation Uplift. The committee are running 1 & ½ hour induction sessions for new Chiefs, in order to provide insight on what the Workforce Committee is doing.

The Workforce Committee presented to the Strategic Change and Investment Board (SCIB), and the committee is trying to work towards a workforce strategic assessment, in particular linked to specialist areas and skills that policing will need in the future. During SCIB, the committee challenged the Policing Minister that Operation Uplift is of course around police officer numbers, and some of the skills shortages are within police roles and therefore how are we going to plan for the future if some of those number are capped after Uplift.

PNAC/Vacancies at Chief Officer Level

Bernie O'Reilly stated since the results of SPNAC there has been a lot of discussion in formal meetings and in the margins regarding process. There has also been an enormous intake of applicants and a lower pass rate than seen, therefore the discussion will be based around the process, identified themes and reflection on the demand.

Bernie advised there is a myth regarding the exercise performance, however this data shows comparable with the last 4/5 years.

We have seen lower pass rates than typically observed, ethnic minority pass rates have been higher than other ethnicity pass rates, Superintendents have achieved an unusual high pass rate than Chief Superintendents, female pass rates are lower than males although this has consistently altered over the last few years. Returners achieved a higher pass rate than first time attendees which has been the case for the last few years and the average length of service and age for successful and unsuccessful candidates is consistent over time. Bernie headlined some really good people passed and some really good people didn't pass, this is generally what happens and the assessment centre is solid.

The themes observed and the feedback from colleagues, was that it felt there was an over reliance on coaching input rather than candidates being their authentic selves e.g. use of formula answers/structures in answers and superficial responses with candidates being unable to articulate their answer. Candidates also failed to deal with the longer term issue and proposing detailed and viable solutions.

Bernie predicted at the end of 2021 we will have a total of 68 Chief Officer vacancies, and the vast majority at ACC and commanders.

If timings were to stay as they are, SPNAC is September 2022 and SCC is January – March 2023. However SCC Professional Reference Group agreed PNAC should be brought forward to May 2022 and SCC September – November 2022.

An independent review of SCC and SPNAC is commencing currently, which will entail engagement with Chiefs for recommendations to broaden the pipeline.

CC Pam Kelly summarised the evidence and themes have been demonstrated, however the complexities are we want to be transparent in terms of recruitment in order to get the absolute best fit for forces. The reality is the feedback is correct and there is room for improvement for the officers before they begin the process again.

CC Pam Kelly requested for Chief Officers to feedback on SPNAC and SCC, appreciating that we have not had an independent review. Also to comment on bringing the PNAC and SCC timeline forward and what that means for operational delivery.

CC Lisa Wynnward stated they QA'ed a lot more exercises due to the nature of how it was being run as a result of Covid-19, and there is no doubt of the validity or reliability of the process. Secondly, the timeline of running another SPNAC and SCC against the risk of availability against the organisations. Assessing the risks and benefits of this, this is the best direction of travel that meets the balance of risk to the service and a quality product and delivery of SPNAC and SCC to deliver the leadership to the service.

CC Shaun Sawyer questioned if the vacancy numbers include ACO's and police staff. Bernie responded he is unsure if it does include both, however he will confirm this.

CC Lucy D'Orsi stated to be struck by the data for women and ethnic minorities and is there an understanding of the why.

Bernie responded this is why the review is being undertaken, we have a number of years with a good data set and we can absolutely say what has happened here and assured this will be taken in to account.

CC Rachel Swann questioned how can we be assured that we are keeping those vacancies for the under represented groups of candidates and is there support that we can provide to the groups of individuals.

CC Nick Adderley stated he is not supportive of candidates being 'coached', coaching should be to prepare the officer to be the best Chief Officer they can be. Nick questioned if there is something the College could publish to state this is not a good thing, and people who get coached through a process with a comfort blanket do not make very good Chief Officers.

Bernie responded one coach had 58 candidates, which is anecdotal and is counter productive.

CC Simon Cole commented there seems to be a disproportional amount of coaching, and it is interesting who is doing the coaching and may be some ethical issues regarding this. We also seem to have a culture which is hard to change, as there seems to be the view that individuals who are going for SPNAC need coaching and we will need data to prove that this is not the case.

The Chair agreed with CC Nick Adderley's comments, however it will be pointless for Bernie to write a letter out as it is colleagues who are present that are causing this. The Chair expressed frustration as some of the coaching is being personally funded, however a lot of it is funded through forces or public money and it is now culturally within forces.

CC James Vaughan questioned how many colleagues present received coaching before they went to SPNAC, as a part of self reflection. James stated he would happily spend money out of the budget to send Superintendents or higher to a College led programme to help with the preparation for SPNAC.

CC Chris Rowley raised how much of this is about what we provide and why is it out candidates feel they need to go externally to receive support for SPNAC.

AC Helen Ball supported the bringing forward of SPNAC and SCC. It is important we create the circumstances for competition for roles, it is not good practice to bring forward one individual for each vacancy. We also need more stability and predictability in the timings and would request for a revisit of the idea to run Senior SPNAC twice a year, as it puts a lot of pressure on individuals that they get one chance a year and their career goes on hold if they do not get through. Finally, the issue of temporary promotions for both candidates or vacancies, we should have something nationally that states vacancies are available for individuals for development purposes and we collate a pool of individuals that we know are going through SPNAC and can apply for these positions.

Action: Dates for workforce induction to newly appointed chiefs will be circulated.

Decision: Chiefs were fully supportive of bringing SPNAC forward and in supporting the independent review.

Action: Bernie O'Reilly to write College of Policing formal position to all chiefs on coaching schemes.

Workforce Coordination Committee have agreed to do an overall strategic assessment of workforce across forces following chiefs' discussions. Chiefs agreed workforce committee can access HMICFRS force management statements from forces audit

Post SCC Appointments

Bernie O'Reilly referred to the circulated paper and stated in 2019 Chiefs Council agreed central coordination of the Chief Officer appointments post SCC, however this has stumbled for various reasons including Covid-19. This has come back to the SCC PRG, and rather than blindly proceeding with this it seemed appropriate to return the discussion to Council to question do we still have a mandate to do this, as we either all do this or we don't do this. Bernie stated there are some real benefits for colleagues, candidates and there was a greater consistency. Bernie proposed for this to be given a go December 2021 at the end of SCC.

CC BeJ Harrington agreed we should all advertise on the same day as there is real merit in sharing information. However, it seems a bit akin to a UCA's clearing system and it is not dynamic enough. CC

Harrington is strongly against the first chance you have been selected and there is then a second tier of individuals around that.

Bernie O'Reilly summarised and confirmed that CC Harrington is unsupportive and thinks it is unrealistic.

CC Carl Foulkes stated he is unsupportive, the fundamental issues around core application forms and process, this does not feel the right way to solve what feels like a minority problem.

CC Michelle Skeer agreed with the national form, however has a worry that forces may be left out as the 2nd or 3rd choice, especially CC Michelle Skeer's force.

CC Chris Rowley agreed with previous comments, a candidate would be appointed to Lancashire because it was their 1st choice and would not be supportive of it being their 2nd or 3rd.

CC Sir Dave Thompson stated there is not enough candidates to proceed this year, however he advised we return to this.

CC Serena Kennedy raised the concern of it almost becoming like a black market for jobs and will become even less transparent.

CC Pam Kelly concluded that all Chiefs agree that all should hold advertisement until after the SCC, however there no support for the coordination role of the College to manage the vacancies.

Decision: Chiefs agreed timeline for post 2021 SCC appointments and to advertise after the 20 December.

Decision: Chiefs did not agree the coordination role by the College of Policing for the recruitment and vacancy management.

Decision: Workforce Coordination committee to work with the College of Policing in relation to points raised (10.5).

Officer and Staff Safety Review – Update on Recommendations

CC Alan Pughsley stated all of the points discussed are in due course to protect those who are delivery a service for us. The OSSR review was commissioned in 2019 and launched in 2020, as a result there were 28 recommendations and 50 sub recommendations supported by Chiefs and staff associations, 31 out of 50 recommendations have been discharged. The reason for the phenomenal outcome is as a result of the Chiefs present and those who have left us.

Superintendent Amanda Tillotson advised an abbreviated version of the tracker has been circulated to colleagues, however a master version is available on request should it be needed.

Amanda Tillotson highlighted the Road Policing discussion.

- DFT standards- work was carried out to define and benchmark forces against the standards of Emergency Traffic Management, only 3 of the responding forces met the standards. A full review and list of recommendations have been formed and sent to forces.
- Support to frontline staff- a nationwide review conducted resulting in a report being sent to all forces with recommendations in 4 areas; roles, current support offer, oscar kilo, peer to peer support.

- Clothing and equipment- following a review forces have been provided with a detailed report with 4 recommendations; training, road definition, clothing & equipment and standards.
- A complete review and revamp of the Roads Policing National Policing Curriculum and sent to forces to implement the aspects required for their force area.

Amanda Tillotson highlighted the following:

- The CoP have launched the Conflict Management Guidelines and have delivered train the trainer events. The package is now available to all forces.
- An overhaul of the current National Curriculum for PST which will see PST move to a two day consecutive offering per annum, with circa 12 hours contact time across the two days. Options will be presented to Chiefs Council later in the summer. Go live date is anticipated for April 2022.
- Standalone STRA for Taser is nearly completed and will be used as a national best practise template for OSSR.
- SDAR & Taser- Subject Matter Experts courses have been running and has seen the national picture change from 4 trained SME's to over 30 with an aspiration to far exceed this. This is a great success and should be replicated across other business areas requiring SME's.

There are two distinct elements for data being worked on currently, a full proposal will be brought to Chiefs Council in the winter 2021:

1. Proposed national database for Death & Serious Injury of Police Workforce (not limited to assaults)
2. Op Hampshire assault database.

Amanda highlighted the next steps:

- Test the outcomes of the OSSR with staff through regional focus groups and surveys.
- Chiefs asked to implement OSSR governance in their force with Chief Officer oversight and OSSR/Op Hampshire tactical lead.
- Chiefs asked to continue to review and action their OSSR recommendations.
- Forces will be asked to complete a STRA for OSSR.
- A new communications piece by means of a national newsletter to be cascaded to forces.

Decision: Following the College of Policing launching the Conflict Management Guidelines and delivering train the trainer events, the package is now available to all forces. Chiefs were encouraged to link in with there leads to promote this.

Decision: Chiefs supported the overhaul of the current National Curriculum for PST which will see PST move to a two day consecutive offering per annum, with circa 12 hours contact time across the two days. Options will be presented to the September Chiefs' Council meeting. Go live anticipated for April 2022.

Decision: Chiefs supported the work to bring both platforms together (Proposed national database for Death & serious Injury of Police Workforce) and (Op Hampshire assault database). Full proposal including costs and procurement issues to be presented at a future Chiefs' Council meeting.

Decision: Chiefs agreed the next steps outlined in slide 8 of the presentation.

ANY OTHER BUSINESS AND WRAP OF DECISIONS

Action: NPCC Office to circulate and seek chiefs views on the Charter for Bereaved Families.

DATE OF NEXT MEETING

The next full Chiefs' Council meeting will be held on **29-30 September 2021**.