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Chief Constables' Council Minutes

24-25 March 2021

Attendees

AC Martin Hewitt	NPCC Chair
CC Andy Marsh	Avon and Somerset
CC Garry Forsyth	Bedfordshire
CC Nick Dean	Cambridgeshire
CC Darren Martland	Cheshire
Cmsr Ian Dyson	City of London
Cmdr David Evans	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
CC Jo Farrell	Durham
CC Claire Parmenter	Dyfed-Powys
CC Ben-Julian Harrington	Essex

CC Rod Hansen	Gloucestershire
T/CC Ian Pilling	Greater Manchester
CC Pam Kelly	Gwent
CC Olivia Pinkney	Hampshire
CC Charlie Hall	Hertfordshire
CC Lee Freeman	Humberside
CC Alan Pughsley	Kent
CC Andrew Rhodes	Lancashire
CC Simon Cole	Leicestershire
CC Bill Skelly	Lincolnshire
CC Andy Cooke	Merseyside
DCC 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
CC Carl Foulkes	North Wales
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
ACC Gary Ritchie	Police Scotland
DCC Mark Hamilton	Police Service for Northern Ireland
CC Jeremy Vaughan	South Wales
CC Stephen Watson	South Yorkshire
CC Gareth Morgan	Staffordshire
CC Stephen Jupp	Suffolk
CC Gavin Stephens	Surrey
CC Jo Shiner	Sussex
CC John Campbell	Thames Valley
CC Martin Jelley	Warwickshire
CC Anthony Bangham	West Mercia
CC David Thompson	West Midlands
CC John Robins	West Yorkshire
CC Keir Pritchard	Wiltshire

DCC Paul Mills
CC Lucy D’Orsi
CC Simon Chesterman
CC/CEO Bernie O’Reilly
DG Lynne Owens
DDG Nina Cope
Dep Brig Sarah Pringle-Smith
Dep Brig Mark Johns
Wg Cmdr Mike Dixon
Brig Vivienne Buck
Cmdr Dean Oakley
CO Ruari Hardy
CO Robin Smith
CO Gary Roberts
CC Chris Eyre
Cmsr Richard Ullger

Wiltshire
British Transport Police
Civil Nuclear Constabulary
College of Policing
National Crime Agency
National Crime Agency
Royal Military Police
Royal Military Police
Royal Airforce Police
Royal Military Police
Royal Navy Police
Guernsey Police
States of Jersey Police
Isle of Man Police
Sovereign bases of Royal Cyprus Police
Royal Gibraltar Police

Additional attendees:

AC Robert Beckley
Gemma Stannard
Lorna Mason
Det. Supt. Charmaine Laurencin
T/Ch Insp Wayne Nash
Richard Hampson
Susan Paterson
Sherry Traquair
Stuart Sterling
Gabiella Chamberlain
Nicola Growcott
Lee Milton
Stephen Henry
Cathy Willis
Simon Pountain
Owen White

Assistant Commissioner – Op Resolve
Covid-19 Lead for Recovery and Learning
National Crime Agency
NPCC Chief of Staff
NPCC Staff Officer
NPCC Senior Business Officer
NPCC Business Manager
NPCC FOI and Decision Maker
Home Office, Government Liaison
Home Office
NPCC Senior Comms Manager
NPCC Risk and Planning Manager
NPCC Business Officer
NPCC Executive Officer
Business Change, National Enabling Programme
NPCC National Enabling Programme

Additional attendees for Session 1

Dan Wood
Angela Bellingham
Stephanie Calne
DAC Amanda Pearson
Tina Nicholson

Chief Officer – Avon and Somerset Constabulary
NPCC Inclusion and Race Programme
NPCC Inclusion and Race Programme
NPCC Inclusion and Race Programme
NPCC Inclusion and Race Programme

Additional attendees for Session 2

Tracy Holyer	NPCC Operating Model
David Westby	NPCC Operating Model
Hannah Hart	NPCC SPP Team
Paul Hesketh	NPCC Operating Model
Richard Guy	NPCC Operating Model
Peter Deverell	NPCC SPP Team
Dan Wood	Chief Officer – Avon and Somerset Constabulary

Additional attendees for Session 3

DCC Nav Malik	NPCC OCiP
Ian Bell	Director, Police ICT Company
Teresa Ashforth	Home Office

Additional attendees for Session 4

No additional attendees

Additional attendees for Session 5

DAC Dean Haydon	Metropolitan Police Service
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Additional attendees for Session 6

DCC Paul Gibson	Leicestershire Police
Jo Ashworth	Director, Transforming Forensics

Additional attendees for Session 7

No additional attendees

Additional attendees for Session 8

No additional attendees

Additional attendees for Session 9

DCC Malcolm Graham	Police Scotland
ACC Bernie Higgins	Police Scotland
DCC Will Kerr	Police Scotland

SESSION 1:

ATTENDANCE AND APOLOGIES

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

CC Simon Bailey – Norfolk Constabulary

MINUTES AND ACTIONS FROM PREVIOUS MEETING

The minutes for the previous meetings held on 20-21 January 2021 and 22 February 2021 were agreed.

Action Log

(Action from Session 3 - January 2021 Meeting) – Police Science and Technology (Action Owners: CC Charlie Hall):

The programme is still in the engagement phase via Police ICT, NPTC and Police Digital Services to identify and de-conflict with local, regional and national work. **Action is closed.**

Chair's Update

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

- CC Alan Pughsley has become chair for NPCC Crime Business Area – appointed on 2 March.
- Chris Rowley now Chief Constable for Lancashire Constabulary from Humberside Police
- Claire Parmenter now T/Chief Constable for Dyfed-Powys Police
- Serena Kennedy has now been appointed Chief Constable of Merseyside Police and Chair of the North West region
- DCC Mark Roberts will become the new Chief Constable for Cheshire Constabulary
- Stephen Watson has now become Chief Constable of Greater Manchester Police

The following were wished well in their retirements and their new positions:

- CC Andy Cooke – Merseyside Police last meeting at Chiefs' Council.
- CC Andy Rhodes – Lancashire Constabulary last meeting.
- CC Darren Martland – Cheshire Constabulary retires on the 23 April.

The Chair introduced CC Iain Livingstone who gave a brief outline on COP26 which is a substantive Chiefs Council agenda item on day 2. CC Livingstone highlighted the scale of COP26 and the number of large events in 2021 when lockdown restrictions are eased, and the resilience required from officers and staff after the recent difficult period during the Covid 19 pandemic. Continuing, with the international and national political context for policing in the near future which will be picked up in more detail in day 2, session 9 of Chief Constables Council.

The update on Covid-19, Inclusion and Race Programme and the Home Office PCC Review were noted by Chiefs.

Inclusion, Race and Equality in Policing

The Chair introduced CC Dave Thompson who has taken over as SRO. CC Thompson provided a brief update on the Inclusion and Race Programme which included; NPCC Chair Martin Hewitt will

continue to launch the Inclusion and Race programme externally and CC Thompson will coordinate the internal programme. Outlining, the formation and membership of the Inclusion and Race Programme Board with the help of CC Gary Forsyth who will also Chair the Stakeholder Group and the recruitment and appointment of the Independent Scrutiny and Oversight Board (ISOB) Chair. Adding, the role of the Programme Board is to do some thinking on behalf of the Chiefs' and creating a longer term vision and plan with the programme than the one agreed at Chiefs' Council.

CC Dave Thompson handed over to DAC Amanda Pearson to further update the group which included; how the Inclusion and Race Team have been mobilising the programme which is reflected in the Terms of Reference (ToR) for the Programme and Stakeholder Boards and also the Independent Scrutiny and Oversight Board (ISOB). The Terms of Reference (ToR) will go to all those boards when they are up and running for any final amendments. The first Programme Board is scheduled at the end of April 2021 and there is an advert out on Chiefsnet for two additional Black and minority ethnic Chief Officers to join the board, to ensure diversity and representation across the programme board. The advert and comms for the ISOB Chair will be launched at the end of the week. With funding agreed at the previous Chiefs' Council DAC Pearson will look to formalise secondments and advertise the remaining vacancies, also mentioned with regards to bespoke pieces of work being carried out across Forces, DAC Pearson made a request and ask for involvement, assistance and support with the Inclusion and Race plan. Adding, the focus over the next few months is getting visibility of all the work and activity taking place, and to then prioritise and link it to the planned outcomes and ensuring all the assest are placed in the right area to meet the outcomes.

Both NPCC Chair and CC Thompson reiterated the importance of the inclusion of two Black and minority ethnic Chief Officers joining the programme board to provide valuable input and lived experience within the programme.

Action: The advert for Chair of the Independent Scrutiny Oversight Board will be advertised via ChiefsNet to all forces.

Covid-19

The Chair mentioned the regional Chiefs' call on Friday 26th March where more detail will be provided on the programme moving forward and will be highlighted through the work Gemma Stannard has carried out on reform and recovery, and bringing the 10,000 Volt Learning Event taking place on the 13 April to the attention of Chiefs'.

The Chair talked about the statement from the Commissioners' review and working with them on part two as that further progresses. And finally, updating Chiefs' on the NPAS board who managed to get to a decision, which allows things to move forward. Adding, there will be more engagement from the Home Office on funding.

Action: A further invitation will be sent to all chiefs via ChiefsNet to attend the 10,000 Volt Learning Event taking place on the 13 April.

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 – no decisions required on the paper.

Creation of Prevention Co-ordinating Committee

Summary: This paper will seek to identify the need for the creation of a Prevention Co-ordinating Committee within the Strategic Hub of the NPCC.

Outcome: The majority of chiefs supported the formation of the new coordination committee. Concerns were raised that as proposed this paper has the potential to build additional cost and functions centrally into the new NPCC model. Chiefs requested further information on outputs / deliverables which would be achieved by such a new committee and requested a substantive discussion at Council on progression of focus, operational delivery and coordination of crime prevention across NPCC portfolios especially connected to Local Policing.

Decision: Paper will be discussed in session 5 on the agenda.

NPCC Strategy Development Paper

Summary: The purpose of this paper is to provide a basis for focussed discussion on the development of an NPCC Strategy and Business Plan within the context of the new operating model and implementation of the NPCC Strategic Hub planned for April 2021.

Outcome: Overall feedback from forces was supportive, but the regions agreed they needed further clarity to make sure that there is no overlap between co-ordination of response to some things and the command / control function the chief constable has for each force. A number of forces suggested outlining further the vision 2030 in the Strategy, to ensure the strategic objectives align with this.

Decision: Paper will be discussed in session 2 on the agenda.

Forensic Marketplace Strategic Plan – Next steps

Summary: The purpose of this paper is to seek chiefs agreement and support for the recommended toxicology option and provide approval to proceed. Also to Note progress on the broader FMSP project and provide direction on the recommended next steps.

Outcome: Chiefs showed a mixture of qualified support and not supported for both recommendations in the paper. The majority of chiefs requested a substantive discussion at the March Chiefs' Council meeting to gain further clarity required as to the case for change, organisational benefit, financial impact and structural consequence as previously requested from FCN. Chiefs also requested discussion at Council re the recommendation to deliver a national

contracting approach to the delivery of forensic toxicology services. The majority of chiefs did not support this recommendation, with the option to stay 'as is' being the preferred option.

Decision: Paper to be discussed in session item 6 on the agenda.

NPCC Data Controller Project – Summary of work undertaken by TLT solicitors and Recommendations

Summary: The purpose of this paper is to summarise the work undertaken by TLT solicitors ("TLT"), update the chiefs on the ongoing data controllership project work, and provide a list of recommendations to ensure compliance of the NPCC and its portfolio with the data protection legislation.

Outcome: A number of chiefs did not agree with TLT's interpretation of section 30 of the Data Protection Act 2018 and, as such, do not agree with their suggestion that the NPCC itself could be either a Controller OR a Competent Authority. A number of forces also didn't agree with TLT's recommendation to "update" the existing s.22 agreements. The recommendation relating to the recruitment of a DPO for NPCC was agreed to ensure legal compliance, however it was stressed that this must come from the NPCC central budget and not from forces. The NPCC Chair confirmed this is coming from the Op Model budget.

Action: The NPCC Chair agreed that the NPCC team should consult with Hampshire Constabulary on the issues raised by the South East on further consultation from an ACRO, S.22A and legal perspective. As host force of ACRO there are legal points to fully explore and a meeting should be set up to go through this.

Decision: An update will be circulated to chiefs once all issues raised from the regional feedback have been addressed.

Gender Hate Crime, Misogyny and Misandry

CC Carl Foulkes introduced the session and the focus of the paper being around three specific areas; Safer Public Spaces, the recording of Hate Crime and incidents, and an internal policing focussed look at these issues. CC Foulkes highlighted the complexity of this area and mentioned a UN meeting he recently attended, and noticed the lack of police representation on the Gender Based UK approach and the part that can be played by policing moving forward. CC Foulkes continued, there is a widespread lack of understanding, in that a number of the offences discussed are already crimes and are already being recorded, stating, there can and should be more clarity on what is available. Also, regards calling out the behaviours that are not acceptable in the public, pointing out that we are not the moral police but have a role stepping into that space if nobody else is. Adding, there will be a focus on messages received through WCON and BAWP and the voices internally within policing and how they feel around that type of behaviour.

CC Michelle Skeer updated the group on the "Call it Out" survey in relation to women's safety launched in Cumbria which included;

- Survey receiving over 1500 overnight and within one week 2500 replies to date.

- 70% people who replied felt unsafe in terms of cat-calling and inappropriate behaviour - Only 5% had reported the incidents
- 63% had experienced rape, sexual assault and sexual harassment – only 17% reported.

Adding, there were also good suggestions in the survey as to what they would like to see and how the Force could better respond. There is a further evidence base and support within Cumbria which will be progressed through WCON and BAWP.

DCC Mark Hamilton updated the group on a letter sent to the Home Office requesting clarity on comments made by Baroness Williamson on the back of the Domestic Abuse Bill in the House of Lords. The Home Office will be asking the Police to record and identify crimes on an experimental basis, it contains no reference to Hate Crime, it will not cover non crime incidents. It is specific to violence against a person including stalking, harassment and sexual offences and is based only on the victims perception of being motivated by hostility based upon their sex. The Home Office were also asked about the ADR as the last time they tried to record any variations, it took two years to get to segregated hate crimes around religion. The Home Office have indicated they will raise it with their statisticians and it will be reviewed at their next Police Data Requirements Group meeting in May 2021.

DCC Mark Hamilton proceeded to give a quick analysis on the Home Office response which included the following points; the Home Office are not seeking to follow a common definition of Hate Crime, this request is limited to certain crime types and doesn't include Hate Crime incidents. It does suggest using perception tests which is loaned from Hate Crime policy but this has the potential to cause confusion due to different but parallel procedures. Adding, Baroness Williamson has not signalled this as a Hate Crime issue but as a recording issue, and this being about hostility and motivation based upon sex for a certain band of criminal offences, which doesn't fall into the NPCC portfolio at the moment and there is subsequent uncertainty on the outcome. Adding, there is more work to be done with the NPCC portfolios and the Home Office to try and get clarity, as this is not based on Hate Crime or Mysogyny as previously discussed within this space.

CC BJ Harrington commented that there are other definitions and we should be thinking more widely around local authorities and other related partners, as in relation to incidents, they play an important role around the things that are not crime and may provide solutions. Adding, that the definition point is not just a policing definition.

CC Carl Foulkes continued by outlining the three options:

1. As CC's Council we agree an approach to the recording of Misogyny or Gender based hate crime.
2. We continue our current NPCC position of all forces doing their own thing, whilst awaiting the law commission's report in the autumn.
3. We recognise the difference of views and agree a very strong message recognising the impact of male behaviour on women. We will draft this message over the coming days and share with colleagues.

CC Carl Foulkes then outlined their recommendations:

1. As DEI lead, Hate crime lead and Gender lead we would recommend Option 3 at this moment in time and return to CC's Council in 3 months with a clearer way forward once we understand the UK government position and a clarified definition, with a clear recommendation and approach going forward.
2. NPCC commit to a rapid and coordinated sharing of planning to address safer public spaces potentially under a lead Chief Officer.
3. NPCC back an unequivocal statement that behaviours that amount to sexual harassment, often experienced in the street, will very often amount to criminal offences or anti-social behaviour and should be reported.

CC Olivia Pinkney commented that this also rests and fits within the Local Policing portfolio and the relationship they are building with the new commissioners coming in, who are already thoughtful around this topic, and policing can help guide them in terms of their commissioning.

CC Rachel Swann commented that policing needs a strong position and what was reported in the press was not what people thought was agreed on. It is important that there is recognition that this is a serious issue and policing is taking it seriously.

CC Jo Farrell commented on an internal Gender based survey carried out by Durham University which can be shared and used for further discussion.

CC Gavin Stephens commented in relation to option one he feels is a stronger position – option one combined with a learning review. If the consensus is option three, a statement should be made saying Chiefs' are prepared to do it and a strong statement around external spaces and internal standards.

AC Louisa Rolfe mentioned that in the Domestic Abuse sector a number of charities highlighted, in their minds, they inextricably link these issues with their perceptions of police perpetrators. And, they are looking for clarity around intolerance internally within policing. Adding, it is worth remembering that the public and media still see policing as a very male dominated profession, and as part of the problem as well as the solution. Stating, as part of the super complaints around Domestic Abuse it is worth including the approach to misconduct. The charity Refuge who hold the national helpline highlighted they received on the back of recent events a flurry of calls around police perpetrators of domestic abuse. And, it is worth thinking about as the work progresses, and to project out intolerance internally with this issue.

AC Helen Ball commented, alongside the other areas addressed, a review and strategy on the abuse of position for sexual gain should be picked up and included as part of this work. People looking into policing still see it as problem and there is a fear it probably still is. AC Ball continued, some officers have had awful comments, abuse and worse directed towards them during protests about being in policing and we need to ensure they are being supported and protected. And finally, the male

colleagues who do a great job and support their female colleagues need to be protected and not let any other narrative prevail.

CC Jeremy Vaughan suggested disregarding option two completely. Adding, there is tendency for policing to come up with the answers where perhaps the Law Commission and Legal Framework needs to step up in certain circumstances.

CC Michelle Skeer commented, in terms of the WCON and BAWP female colleagues need to be included and influencing some of the work going forward.

NPCC Chair Martin Hewitt commented that we need to make sure the government provides the clarity that they are required to provide to get the law commissioned, option three is a sensible position but it has to be aligned with really strong communication around policing's commitment and the work going on in all these areas. Adding, the point around the broader offender scope is really important. Historically, policing has become victim focussed which is right and proper but in many senses may have missed the focus on the offender element and getting that balance right is really important. Agreeing with AC Helen Ball that men should not be demonised but equally we need senior men talking about this, but it has to focus on the internal image, as a large number of groups believe all of Policing is driven by misogynistic behaviours, on the part of being a largely male organisation and we need to understand what it is we are pushing back against. Summarising, Option three is the right place at the moment, keeping the pressure on the others but really strong communications about all the work being done.

CC Andy Marsh commented, as the Force that implemented the misogyny Hate Crime recording there is a degree of symbolism about it which is important with the groups that want to see change but this will not sort the problem out. The internal problem highlighted earlier on the abuse of position for sexual gain, internal and external grooming needs to be addressed with courage and the most powerful thing we need to do is to deal with the internal issues.

CC Shaun Sawyer commented, he shares the point made by CC Marsh, also the issue of crime recording for consistency CC Sawyers committee can work with DCC Mark Hamilton to work with the Home Office to get the recording issues right. The other issue is with public space and as well as women feeling vulnerable, it would be interesting if young males were surveyed and if on their own young men feel safe or vulnerable. Adding, unless Chiefs' Council has a clear position on something, each Force has to look into their own area and Force and do what they think is right until a group decision has been made. Stating, if the paper returns at the next Chiefs' Council it needs to come back with a decision as women have waited too long for action.

CC Dave Thompson commented, whilst there is a direction of travel he would request the portfolio leads work with the APCC to ensure a bond and relationship, and to take commissioners on the same trajectory as policing, along with a strong powerful directional statement. Also, it would be really helpful if we could get behind a broader listening exercise and do it consistently as the NPCC, and showing there is no disconnect with the listening and it is national. Adding, to re-emphasise the earlier perpetrator discussion, locally he is hearing loud and clear, you keep focussing on the victim not the perpetrator. Suggesting, there are powerful things that can be done that can inhibit and challenge behaviour before drawing it into the criminal space.

CC Lisa Winward commented, the debate is reminiscent of where policing finds itself with positive action, and it is important to involve men in this debate and focussing on what is unacceptable

behaviour in male colleagues. There is a huge groundswell of men who support this direction of travel and it will bring balance and highlight that it's not just about a woman's voice.

CC Keir Pritchard commented, he is pleased the conversation has also turned towards the internal, he has already referenced his concerns around confidence recently. Supporting the points made earlier by AC Ball and CC Marsh this is the time to focus on the internal campaign. Adding, the College of Policing have a significant role in this and with regards to the National Values Framework to ask critical questions, like are they the guiding principles and set the standards of behaviour? are they fresh? do they need a review? add any value? The same could be said about the Code of Ethics are they delivering what it needs to? CC Pritchard suggests the answer is no because there are many examples of horrific behaviour which has gone unreported. Continuing, there should be a national standards campaign connected to misogyny and behaviour and be really strong on the internal point as well as the external focus.

CC Carl Foulkes summarised the session, adding they will now go back and work on how to take this forward and coordinate into deliverables without losing momentum and pace.

Decision: Chiefs agreed option 3 and a return to Council in 3 months with a clearer way forward once the committee understands the UK government position and a clarified definition, with a clear recommendation and approach going forward.

Action: Carl Foulkes to produce a paper and report back to chiefs on summary of actions proposed going forward from the discussions with a timeline to publish on ChiefsNet.

Session 2

NPCC Strategy Development Paper

The Chair introduced the session and highlighted the challenges and changing personnel in the coming year in governance terms at PCC level and also Chief Constables, adding, with this in mind it is important Chiefs' Council is clear in what is achieved and what it wants to achieve. The Chair summarised the session, which will look at an overarching mission and vision.

Using breakout groups to allow focused discussion, the salient points will then be brought back to the main session. The second session will again use breakout groups to look at priority and tangible areas Chiefs' Council would like to deliver over the next three years.

Nicola Growcott (NPCC) introduced the first session around the NPCC mission, stating three questions require consideration:

1. The current constituted mission for the NPCC is it still relevant?
2. View on a new mission which has been drafted '*influencing the national direction of policing and driving its progress*'
3. Do we need an NPCC Vision?

The group entered their respective breakout rooms and returned with the following feedback:

1. In summary the current constituted mission for the NPCC requires updating. The language and purpose does not serve the future vision.
2. In summary to include a wider outward perspective. There is more focus on the purpose in the new mission but a distinct lack of reference to the public we serve, our partners and currently very inward focussed. Suggested incorporating learning nationally and internationally. Adding outcomes and what we are seeking to achieve. To use the mission as an anchor point for Forces and national consistency. In the back text it should highlight what the NPCC doesn't do.
3. In summary a mixed response but if a vision is created to align it to the 2030 policing vision. The vision is for policing more widely and it was felt unnecessary the NPCC to have its own. If there is a vision it should be very short as the mission should be all encompassing.

Hannah Hart (NPCC) introduced the second session with the purpose of generating a discussion on what sits behind the strategic objectives moving forward and the areas of business we need to focus on in the strategy. The Chair added it is an opportunity to draw out what the NPCC will actually deliver in real terms over the next three years within the longer strategic plan.

The group entered their respective breakout rooms and returned with the following feedback:

- We must look beyond policing partnerships, and have the ability to influence consistently, boldly and be demanding in this space. The Home Office is still focussed on individual crime types, the prevention and causes of crime is crucial and not all down to policing. Ensure policing brings partners on board and include partners in discussions.
- Within policing there needs to be a clear and consistent approach to reducing crime. How we all approach eg vehicle crime/acquisitive crime requires joined up policies and we can also look to use the College of Policing effectively in this space.
- Policing must be able to clearly articulate successes and failures, eg representation in the workforce space, key outcomes for the reduction in violence against women and children.
- Legitimacy plays a large part and the ability to assert neutrality in commentary eg protests is important. A suggestion of more accountability with what we do and to hold committees to account.
- With regards to co-ordinating operational delivery of activity on behalf of the service there must be distinct prioritised deliverables. The pace at which policing operates and works is a frustration and we must look at how we can improve this, as there is impatience in our communities.
- On communication, policing is quickly out manoeuvred in a fast paced environment. With all of the knowledge and experience around comms policing still seems to quickly lose the high

ground, when PCCs are responding on twitter to live events. How Forces communicate between themselves, and with others needs to be quick. Pro-active comms is crucial as there is sometimes more focus on re-active comms. There is a need to agree how policing is going to operate collectively in the comms space.

- A suggestion was made for an induction programme for new Chiefs working in the NPCC space.

Decision: Chiefs supported the discussions and agreed a number of areas to focus on going forward.

Action: A re-iteration of the proposal based on the discussions (focus on themes and tangible outcomes) will be re-circulated to chiefs.

Session 3

Police Technology Overview

Commissioner Ian Dyson introduced the session and provided an update on IMORCC since the launch of Digital, Data and Technology in 2020 with a powerpoint presentation which covered the following points:

The impact of Covid-19 has effected the roll out of strategy nationally, however it has been well received widely as it gives a clear idea at a strategic level of how technology can work to support officers and staff, which the portfolio will continue moving forward at pace. When submitting for the spending review the focus was continuing with National Enabling Programmes (NEP) and the move to Cloud, also work on Data and to build on capability and capacity to support a living and meaningful strategy.

The creation of the Digital, Data and Technology SCIB Sub Board to enable a review, understanding and clear process with priorities of investment around the Digital, Data and Technology space. Fundamental to the ambition is taking the learning from the work with NEP and to scale that outwards and look at future opportunities.

The creation of Police Digital Service (PDS) formerly PICTCo from 1st April 2021 which will drive any future Police IT and Digital led programmes. It will have the capability to engage with and understand the requirements for policing. It will report into IMORCC to see how it is performing against the portfolios business plans. Commissioner Ian Dyson showed and explained using the slides the IMORCC structure with Police Digital Service (PDS) how it works and fits into the current structure. The funding has been already secured and conversations with the Home Office have been positive to the point of further funding potentially being received over the next three years.

The national roll out for National Enabling Programmes (NEP) which is guided by the individual Forces priorities and benefits includes virtual learning, M365 for briefings/meetings and collaboration with partners and agencies.

CC Jo Farrell updated the group using a powerpoint presentation with the main points on building the Data Office, which included; the links within the strategic framework and influencers, such as the Home Office and technical suppliers who aim to make sure the public have trust and confidence in

what we are doing. The proposal presented seeks to pinpoint what the data element of the Digital, Data and Technology (DDaT) strategy could and should deliver.

The Data Office has received £1.2m of investment from the Spending Review and has 12 months to demonstrate value and build with central capability and capacity. To provide direction, support and accountability on national expectations of locally held data, ensuring the relationship between data and technology is sufficiently balanced to meet the current and future needs of the service. The Data Office effectively becomes the delivery arm of the Data strand of the DDaT Strategy, enabling policing to become more trustworthy with data, which subsequently, will maintain and gain public trust and confidence.

The Data Office will deliver using four pillars which are; responsible use of data, benchmarked data quality performance, improved operational insights and organisational efficiency, providing commonality through Policing. To build a regional structure underneath the board and develop a maturity assessment model all Forces can use, and to benchmark the Force position across each of the pillars. Create data literacy and careers pathways, providing a professional networking forum to link up the expertise in many Forces.

CC Farrell continued by highlighting a team who are producing a Landscape review, looking at engagement across different coordination committees, looking at a Terms of Reference (ToR) for the Data Board that exists within the Home Office and seeking to learn not replicate the Home Office practise. Also, addressing the structure of the Data Office, recruitment and build governance to deliver at pace. Adding, if funding was not available after the first year, a version of the Data Office would exist within the IMORCC structure but a lot lighter and it would not be able to deliver to the scale of the current proposal. The proposal won't take away from Forces individual information management depts and functions or remove any discretion, and take on data controller responsibilities.

Cmrs Ian Dyson introduced the topic on Business Change stating there was an attempt to build in this area a couple of years ago which proved challenging with capacity, as people were trying to take on a large task on top of busy day jobs. DCC Nav Malik along with Mark Gilmartin have been doing a thorough review of the Business Change Council.

DCC Nav Malik gave an overview using a powerpoint presentation on The relaunch of the Business Change Council (BCC) and Law Enforcement Data Service (LEDS) which included; the lessons being learnt from the previous BCC where there was an element of programme reporting in SILOs. The current BCC was relaunched in December 2020 which sits within the IMORCC structure but primarily is it about having a two way conversation providing visibility and understanding around local and national change, also making sure there is alignment with national programmes. With the relaunch they have the right attendance, primarily ACCs, ACO and change leads. Programmes are now coming presenting to Forces with a bit of a 'show and tell' also asking Forces for input and challenges on local change, so when it comes to national programmes they can adopt, change and support delivery. They feel they have the right representatives who represent the region with a coordinated view about issues and a focus on key issues locally and nationally.

Key insights from meetings have included:

- change is really important, locally, regionally and nationally.

- change is very technology focused, it needs to be about people and culture.
- constant challenge about local and national prioritisation which are dictated by pragmatic pressures, funding or resource.
- Making sure appropriate infrastructure, resource and opportunity are available to deliver.

Cmrs Ian Dyson added and reinforced this is really important and the key forum to listen and Forces to be heard.

DCC Nav Malik continued to give an overview using a powerpoint presentation on Law Enforcement Data Service (LEDS) which included; LEDS has seen a number of resets over the last few years and continues to be a real challenge, not just Police National Computer (PNC) challenges but the Home Offices' ability to deliver a large programme to replace PNC. A full business case is currently being written by a company called Thought Works which will go to the Financial Investment Committee in April and a presentation by Cmrs Ian Dyson to the Strategic Capabilities Board And Policing Minister which more attention is being paid due to the recent PNC deletion issues. They are working closely with, challenging, pushing back and moving forward with the Home Office.

DCC Nav Malik added, LEDS has a new vision delivering an enhanced law enforcement data service which will be at the heart of protecting the public. The Home Office are proposing as part of this reset a product centric type approach linked to a wider Police engagement model. This is a less risky approach that involves taking products, testing, realising the benefits and delivering with confidence.

The first product is Property as a module. The portfolio have been clear that in terms of PNC, Property has not been used a lot, in terms of percentage it is very low. However, the Home Office would like to use it as an exemplar, it's low risk and it proves the architecture and technology. Once the Property module has been delivered they will move with speed. DCC Malik has been clear with the Home Office that it must be relevant and not beyond the circumference of PNC. Adding, we want core capability with enhanced searching capability around names and vehicles. The sooner this is designed and implemented, the sooner there is less reliance on the old PNC system which is more vulnerable. OCIP will be the product owner and it will go out to NPCC portfolios to ensure accuracy of data from colleagues around user requirements. DCC Nav Malik continued, the Photo at the Roadside capability pilot with 11 forces worked really well, saving time going to custody blocks and making arrests and a 30k grant will be made available to all Forces to support the delivery of the capability.

DCC Nav Malik continued that LEDS is the PNC replacement and there are some on-going contract negotiations with Fujitsu by the Home Office, where they are trying to extend the mainframe contract for PNC and mainframe support will be extended to December 2025 but that will be the limit of support derived from Fujitsu.

Some of the funds from the MTA to allow the PND/PNC refresh has been identified. It was made clear that December 2025 as an outside date was unacceptable and capability has to be delivered this year, and the need to realise the benefits as each product is delivered. PND is out of scope but subject to a separate refresh programme, and furthermore there is a National Audit Review which is ongoing for NLEDP which is live at the moment and will deliver in the summer. Finally, from the six Chief/Commissioner challenge letter there is now a review going on of the Law Enforcement Portfolio.

Cmrs Ian Dyson commented, last July Mike Hill presented at Chiefs' Council discussing a new way of working he is trying to implement in the Home Office, which is a product centric approach. Cmrs Dyson added the approach raised a number of questions and the view that where there are a number of failing Home Office programs, and, if some of the responsibility is being moved towards Policing, which Cmrs Dyson has challenged with the Home Office. Stating, the approach needs to be far more iterative. The way the products will be presented moving forward will be different and it is his responsibility as the Lead to make sure the IMORCC construct and how products are received is clear. Reassuring Chiefs' that they will not be signing up to anything that has not been agreed at Chiefs' Council first and confident there is the governance for us to be in charge when it comes to de-scoping the functionality.

CC Steve Jupp commented on culture mentioned previously by DCC Malik and the reliance on the cultural and structural work to the program. Adding, the challenges experienced with Front Line Officers reporting DQ and intelligence build, and how that is critical to deliver in the business. Cmrs Dyson responded that what he wants to avoid is being driven by the technology. The real change is not the technology, it is a business change and understanding how you use the technology to change your business processes which is the important element. CC Steve Jupp added, the possibility of including Staff Associations in the make up of the national board for more of a buy in from staff which Cmrs Dyson stated he would take away to explore Staff Associations involvement.

CC Andy Marsh commented that a large percentage of achieving success in technology change is defined by the leadership and cultural change that sits behind it. The two main points around data quality are as follows; there is some interesting work around robotics but a risk in creating a dependency culture with disinterested users, which is unacceptable, robotics alone are not the answer. The most used application accessed on a daily basis is their digital twin, and when data quality was included on the digital twin it significantly improved data quality in Avon and Somerset. A suggested area to be explored would be identifying the most popular applications used in Forces and including data quality as a good starting point.

CC Kier Pritchard updated the group on the Emergency Services Network (ESN) using a powerpoint presentation which included discussing four main points; the progress since the last Chiefs' Council discussion, Programme Business Case, Programme plan and timescales and the NPCC approach.

With regards to the progress since the last Chiefs' Council a joint letter was sent to the Permanent Secretary calling for decisive action which has been achieved in the ESN portfolio. The ownership has been transferred into Crime Police and Fire Group, progress has been made in a standalone SRO for ESN who was appointed on 8th March 2021 namely Simon Parr. CC Pritchard shared the following key messages from Simon Parr; he will not allow the transition to ESN until it is safe to do so, to ensure there is a proper service management arrangement for post delivery. CC Pritchard added that the relationship between senior users in Policing and the programme is very strong and building with trust.

CC Pritchard moved on to mention the Business Case and made the following points; the draft version has been shared with ongoing positive developments and response to critical feedback. The next version will be shared imminently including timescales and a revised costing model which will be beneficial to all. Due to pushback from the portfolio Option 3b of an Accelerated Timescale has now been retired. CC Pritchard outlined the three phases of the timescale, drafting, review and

approval which will end up at the Major Project Review Group (MPRG) in July 2021 who then will release funds accordingly.

CC Pritchard highlighted the Programme Plan progress which included; the technology proving its concept in trials such as Push to Talk, Air to Ground, Inter-working and live users on simultaneous talk groups. ESN Beta will be rolled out in the first quarter of 2022. ESN V1 is the system and solution of real interest and the essential aspect of the ESN final solution which has been made clear to the Home Office. Assurance partners in various regions will work through a test environment through to testing ESN in a live operational field. The final Business Case when released will be clearer and set out the planned Airwave shut down timescales and will be done at a time when we are confident the all the capabilities will be met. CC Pritchard continued and outlined the Indicative Timelines with deployment plans not yet fully developed, however, draft plans suggest 18-33 months.

CC Pritchard made a number of points on the NPCC approach such as; the need to look at the internal service preparedness and readiness to move forward. CC Pritchard will look to refresh the Police governance/membership and will be writing out to ensure there is the right representatives. There will be a technical solution to help visualise a state of readiness, and assessments with a national, regional and local overview. In terms of the finance group, Jon Lee has taken over as ESN Financial Lead and is assessing the financial planning for contingencies across the Forces ahead of going live. The Service Acceptance Strategy is a critical point and CC Pritchard has asked for a full strategy to be developed. This is being worked up by DCC Gary Cann and OCIP and will show how the service will make its choices and decisions around transitional arrangements. Ultimately, it will be the final sign off point for the NPCC.

CC Charlie Hall updated the group on the National ANPR Service (NAS) which included; the sign up for the programme was achieved 6-7 years ago and it was hoped to be completed at this stage, it was introduced to completely replace the previous systems and bringing it all into one national system. The National Database has been completely established and connected all across the country. One of the concerns was policing finding its voice and being listened to within some of the Home Office programmes and the result is re-establishing and a strengthening of the governance structure.

CC Charlie Hall continued by offering the following updates:

- NAS Initial Operating Capability (IOC) is live in policing with 2500 active users per week, conducting 243K searches pcm.
- Current capability provides the ability to undertake basic searches, cross and convoy search across a national data set, with access to overview imagery.
- Over 22K accounts (9.4K enabled) have been created in readiness for the roll out of the NAS R1.0 Minimum Viable Product (MVP) targeted for April-21.
- The MVP will include operational dispatch, full data preservation capability and an enabled evidence functionality – it will provide parity capability for forces with Northgate legacy systems.
- A suite of national NAS training products has been developed and rolled out. Over 19,000 (CBT and virtual) courses have been completed.
- Extensive work has been undertaken in updating national standards to ensure the continued proportionate and justified use of ANPR capability by policing and wider law enforcement.

- Forces are expected to begin transition to NAS as their primary ANPR system from end May-21. Disaster Recovery (DR) is targeted to be in place end July-21

CC Charlie Hall updated the group on the Risks, Issues and Expectations such as; the NAS itself will not be able to deliver on the full set of requirements anticipated by policing. This has created a capability gap between the ANPR capability policing has, particularly in forces with more advanced ANPR systems, and the NAS Minimum Viable Product (MVP) targeted for delivery end April-21. There is specific challenge for the MPS who have a need for a national data feed to undertake complex analysis for national CT and SOC purposes. The Home Office are arranging a 2-year extension of the NADC (the national legacy system) to support this short term. All forces are required to continue feeding the NADC until this is resolved.

Discovery work is now commencing at pace to address the capabilities gap, which will scope:

- Creation of a direct feed from NAS into a national analytics platform
- The remaining analytical capabilities that need to be made available through that platform

The cost of the national ANPR service has risen significantly. There will be continued cost on the MTA for all forces to pay for the NADC extension. Adoption of the NAS has been slow as a MVP is awaited. However, the initial operating capability delivered is being used to good effect in a number of forces, with notable successes where the NAS has enabled improved intelligence analysis against cross border crime. It has also provided significant benefit for a number of LEAs who are now able to access ANPR data directly. It is anticipated once NAS R1.0 MVP is delivered some forces will wish to fully transition from legacy arrangements.

Cmrs Ian Dyson concluded the session outlining the next steps; to build the Police Digital Service (PDS), embed the PDS into the national landscape by engaging with Blue Light Commercials, refresh and clarify the relationship with the Home Office and to exploit the opportunity of the Innovation Hubs. Cmrs Dyson shared a slide highlighting the financial aspect and cost breakdown of the £18.9m grant. Adding, the next steps to undertake are to have a common plan with the need to work towards a consistent national plan. Delivery capability and to create the capability to ensure successful delivery of the strategy. And finally, a balance must be struck between local control and appropriate national delivery.

The Chair made a final comment to the group and asked for all Chiefs to engage with the programme as it is operationally critical to the service and the finances associated with the programme. With regards to ICT, although Forces have knowledgeable, experienced and trusted staff, Chiefs should also look to understand the landscape and make sure you are in agreement with your advisors.

Action: Ian Dyson to share outcome of judicial review on the retention of records on PNC with all chiefs on ChiefsNet once the appeal period has passed.

Decision: Chiefs noted the update on the specific areas of Digital, Data and Technology and agreed the next steps for the following areas:

The Data Office

- Landscape Review
- Engagement with all other NPCC coordination committees

- Creating a Terms of Reference for the Data Board
- Work with PDS to review structure, roles and governance

Business Change Council

- Chiefs supported the re-launch of the Business Change Council.

Law Enforcement Data Service

- New business case being developed for approval April 2021 and will come back to chiefs for review through the Chief Constables Reference Group.

Action: Driver Licence Images grant funding – further update will be circulated to all chiefs from Nav Malik.

ESN Update

- Chiefs noted the programme plan and timescales outlined in the presentation.
- Final Business case will set out planned Airwave shut down timescales and this will be circulated to all chiefs.

Action: Letter from Kier Pritchard will be circulated to all chiefs looking to identify the right SPOCs to attend the chiefs reference group going forward.

- Chiefs noted the next steps including:

- Build the Police Digital Service (PDS)
- Embed the PDS into the national landscape (Blue Light Commercial)
- Refresh and clarify the relationship with the Home Office
- Exploit the opportunity of local innovation hubs

Session 4

AC Neil Basu began the session by updating the group on Special Branch. AC Basu had hoped of having a fully integrated operating and funding model by the 1st April 2021, however, that did not happen due to the consultation not being submitted in time. It became apparent that the Funding Transfer could only happen using the Police funding formula which was not the preferred option. And, there would be vast differences for Chief Constables and PCCs which led to AC Basu to renegotiate. There has been continuous engagement with stakeholders including both sides of the Home Office OSCT and CPFG and there are a series of options as presented in the council paper.

Adding, David Jameson is in the process of writing to the Home Secretary stating the only option they will support is the 'As Is' option as it is the only option which is fair across the board. At Chiefs Council in 2020 an option was presented for CT Policing to put money into it to help ease the move, which is still one of the available options. The meeting with the Policing Minister has been re-scheduled to Monday 29th March 2021 and the pitch being delivered to him is looking positive.

CC Dave Thompson added, he can see why the Home Office is reluctant to move from the current grant formula to allocated. The current formula is the wrong formula for this problem but if we did

get to a different position, there needs to be a commitment to the current endeavour and huge credit needs to be given to the team for their work around this.

AC Basu mentioned the Home Office have had some legal advice as they were concerned about a Judicial Review on this point, adding CT is not a variable in the funding formula, so there is nothing on threat and risk that relates to CT in that formula, which is way of saying it is not appropriate. The Home Office feel the legal risk is marginal but more detail will be provided at the Monday 29th March meeting.

CC Shaun Sawyer asked if the following point could be brought back to Chiefs' Council at a later date; how this new configuration will work to reduce extremism and exploitation in Local Policing? As SP has been the bridge between the wider CT network and Local Policing, moving SP to one side, he would not like to lose those principles. AC Basu stated Pete Doherty has a compelling presentation on that point and will look to present it at a future Chiefs' Council meeting.

CC Simon Cole added with his NPCC Prevent portfolio in mind, they have aimed to get the thematic board for ACCs very focussed on the link to Local Policing and CT network. Adding, OSCT have advertised for regional coordinators to ensure they have a presence on the ground and support on a regional level.

AC Basu continued and provided context on the Strategic Efficiency and Reinvestment Review (SE&RR) paper. Stating, the purpose of running a priority based budget programme is, when it was originally commissioned it achieved a large amount of gravitas with the Treasury and Home Office in terms of knowing costs and capabilities and understanding our business better in a very transparent way. In the spending review there was an expectation of receiving three years and CTP was told it would have to deliver efficiencies to get the budget settlement they were looking for. One of a number of caveats is for CTP to generate savings of 7.5% over the next three financial years. A one year settlement was achieved with the commitments remaining. CTP did not want to slice the CTP network service across the UK but enable the experts to understand and justify their business, therefore, see where reinvestment could be achieved in some capabilities. Adding, the SERR process was fundamental in securing the funding for CTP to provide the service and political support for other projects.

Day 2

Session 5

Creation of Prevention Coordination Committee

The Chair welcomed attendees to the session. Prior to commencement of discussion, the Chair highlighted an issue that had arisen from the previous days debate around the use of the word 'Purdah' and concerns around its origins and connotations. It was noted that the term 'pre election period' would be used and guidance around this had been circulated to forces.

CC Stephen Watson introduced the paper which sought to identify the need for the creation of a Prevention Co-ordinating Committee within the NPCC strategic hub. The paper was reflective of an outline business case that had been discussed at the NPCC Strategic, Performance and Planning Committee who had agreed that further consideration should be given by Chiefs Constables Council.

The concept of a Prevention Coordination Committee had been well supported by members of the

Strategic Prevention Coordination Group which comprised of representation from the APCC, the College of Policing, Ministry of Justice and members of academia as well as approval by the Crime Business Area Committee. It was proposed that the Prevention committee would be developed as part of the NPCC Operating Model pathfinder development year and funded through those identified resources. Staffing was currently proposed as one Superintendent funded by South Yorkshire Police.

CC Watson highlighted that the majority of feedback had been supportive of proposals although feedback was made around the need for further detail on outcomes; problem solving, reduced offending, the need for a whole systems approach and inclusion of efforts to reduce vulnerability in crime. It was highlighted that paragraph 3.4 of the paper set out the more specific tasks that will be progressed so as to achieve and map the associated benefits. The paper highlighted current challenges around prevention activity due to its broad reach with interdependencies spanning across all committees activities. It was also recognised that prevention activity could not be focused on

strategy alone and had to include practical outputs. The outputs would be focused on supervision and development, processes, equipment, partnership working and collaboration, changes to organisational culture and strategic leadership.

CC Watson highlighted the need for a central focal point on prevention initiatives to ensure the best use of associated resources and summarised that whilst further consideration was required regarding to clarify scope and progression, it was hoped sufficient detail had been provided to allow Chief Constables to agree a way forward.

A number of Chief Constables expressed their support for the proposals with the caveat that further work was required to explore:

- addressing the gap in national coordination across the prevention piece
- the terms of reference had to prevent any areas of duplication – there was a gap is at a national strategic level to agree primary prevention objectives with partners
- consideration of what prevention skills we require our workforce to have and to drive this from the centre
- need to join up activity with central government and ensure a path into MCLHG in order to access the appropriate resources
- need to decide whether the focus should be at an operational/tactical level or a strategic operational response as a one Committee would struggle to deliver in both areas

CC Andy Cooke commented that the Crime Business Area had unanimously agreed that prevention should not necessarily sit under CBA due to the breadth of prevention activity and therefore were broadly supportive it should be a central function due to the overarching nature of prevention with a very clear focus and remit.

CC Andy Marsh commented that development of an evidence base of what works was critical and a data driven approach to problem solving should be considered. CC Marsh felt that an overarching Prevention committee could be confusing and felt the College of Policing should play a significant role in the 'what works' evidence base collation role.

CC Gareth Morgan agreed with the principle for focused crime prevention activity but felt further consideration was needed around the approach as existing committees structures already had a clear theme on prevention activity and that should be the key delivery vehicle to avoid a confusing picture. CC Morgan also expressed concern around commencement of a piece of work without clearly identified objectives.

CC Dave Thompson felt there was a lack of detail on clear achievable deliverables or outcomes and suggested a task and finish group should focus on the development of a clear prevention strategy with clear deliverables and this may require some revisiting of governance structures.

AC Helen Ball agreed there was a consensus for better coordination around prevention but wasn't convinced on the justification for the creation of a separate Committee. Visible activity and commitment around prevention was required supported by a framework clear on deliverables.

CC Charlie Hall was supportive of proposals but felt they should be broadened beyond crime prevention with a cultural change required in order to get all of the workforce focused on prevention. This would enable prevention to be considered across all organisational areas.

CC Shaun Sawyer was broadly supportive of a coordination committee however stressed the need for clear governance to avoid any 'mission creep'. CC Sawyer supported the submission of a tighter paper outlining clear deliverables around cultural change objectives.

CC Watson thanked colleagues for their comments and felt there was a consensus that the current status quo was not where policing wants or aspires to be. Colleagues agreed there was a need to break away from parochial constraints to ensure that crime prevention had a wider remit across policing. There was agreement for the need for improved data, influencing and knowledge bank of what works. Further consideration on whether a prevention committee or task and finish group was required but whatever the vehicle agreed; there was agreement that it had to be tight on deliverables and objectives with specific time frames.

The Chair summarised that it was clear there was a significant amount of existing work being led across the Coordination Committees on prevention activity however this was disparate and unbalanced in places. It was agreed there was merit for a focal point on prevention to enable appropriate access and engagement. Following debate it was apparent that further consideration was required to clearly define the role of a prevention strand – be that a committee or a task/finish group. The Chair advised that the NPCC Operating model provided funding for one individual to work within the NPCC central strategic hub during the pathfinder year to develop the prevention concept further and work up a two way proposal to consider what the formal prevention strand would be and how any proposal would be funded going forward.

Decision: Chiefs supported the need to coordinate a prevention strand which cuts across into different NPCC portfolios and agreed the requirement to create a proposal through the NPCC strategic hub to look at this concept going forward.

Action: NPCC lead (Steve Watson) to review the proposal looking at how prevention can link into portfolios, in consultation with the NPCC Strategic Hub (to include Terms of Reference, Outcomes, Operational and Organisational prevention opportunities).

Session 6

Forensics Overview and Discussion

The Chair introduced CC James Vaughan to provide an overview of the current forensic landscape including the risk and challenge areas that required further consideration in order to agree a national coordinated strategic approach on the way forward.

CC Vaughan provided an outline of the current landscape which included an overview of some the critical issues that had arisen in recent years including Operation Sourberry (Eurofins ransomware attack) and the Radox issue both of which have had a significant impact on the forensic portfolio and policing as a whole. CC Vaughan provided a summary of the past activity to agree the direction of travel for forensics which resulted in the development of Transforming Forensic Programme and the subsequently delivery of the Forensic Capability Network within agreed timeframes and budget.

CC Vaughan provided an overview of the systematic challenges in the forensic landscape which included a fragile marketplace, a lack of accredited toxicology capability providers, a gap in workforce skills including in digital forensics and a lack of investment across the landscape.

CC Vaughan provided an outline of the digital forensic area which incorporates identification, examination storage and production of evidence within the digital space. There was considerable demand in this area and it was recognised that a different approach was required to drive this work forward and the Digital Forensic Strategy would help to facilitate this under the lead of DCC Paul Gibson. CC Vaughan advised that the digital forensics was at the top of the agenda within HMG and the Digital Forensic Programme had been allocated considerable funding in order to address these issues going forward.

Jo Ashworth provided an overview of the Forensic Capability Network since its launch in April 2020. The FCN provided a range of capabilities, skills and resources within the forensic field that the policing network can draw upon to assist with development of policy and guidance and to coordinate and develop capabilities particularly in enabling areas that had both a national and local impact.

The first FCN Business Strategy was due for publication and would outline its ambition over the next two years which included delivery of capabilities to forces that have previously been unavailable due to prohibitive costs. Jo Ashworth provided an overview of the FCN's identified joint priorities which were driven by seven identified risk areas (digital forensics, quality, market, efficiencies, innovation, skills and collaboration) and highlighted some areas of key partnership working including with the Home Office Biometrics and Police ICT company to ensure joined opportunities and collaboration. Jo provided an overview of some of the 'big ticket service areas' which will deliver significant technology based benefits across forces. This included the FCN Exchange; a cloud based security accredited platform for forensic data which will provide an efficient platform for digital forensic services which provides a range of efficiencies for forces. Jo Ashworth highlighted that the data exchange element would require a legal collaboration document.

CC Vaughan recapped on questions that were previously put to Chief Constables Council in 2019 regarding the need for a national coordinated response, agreement of the suitability of the Transforming Forensic Programme and Forensic Capability Network (FCN) as the vehicles to deliver the strategic policing response. These questions were agreed in January 2019 and Chief Constables were asked to consider their position on these areas again.

CC Nick Dean felt that some of the risks around forensics were underplayed and if it was agreed that a different route should be taken on forensics, it was unclear how those risks could be mitigated against. Consideration was needed on how to adequately balance the benefits across the regions dependant on the varying level of investments.

CC John Robbins commented that he understood the challenges of running a national collaboration but echoed the challenges made by the MPS and advised that the North West region were not convinced of the need for a national forensic coordinated response and were not certain that the current structure was the right vehicle due to the lack of operational benefits from the current position.

CC Andy Cooke commented that the North East Region (with the exception of GMP) were in agreement with the position of the North West Region. Whilst appreciative of the excellent work

and commitment of all staff working in the forensic programme, there were still a number of unanswered questions. CC Michelle Skeer commented that there was an appreciation for a national capability around digital, research and marketing however major issues remained around the identification of the benefits and areas of liability within the Section 22A if future funding was not agreed.

CC Dave Thompson supported the need for a national approach to these challenges however expressed concerns over pace, focus, benefits and costs. CC Thompson stressed that the challenges raised by the larger contributors regarding a lack of benefits had to be addressed. An external lens would be beneficial to review fundamental areas around whether policing had the right approach, the right balance and were there alternative funding solutions to be considered.

AC Matt Jukes commented that there was no fundamental challenge regarding a collaborative approach however the MPS were supportive of the need for an external lens to review what is best delivered via a consistent and universal national service and what might be available to those that may want to access other discretionary parts of the model. The MPS recognised the impact if the biggest contributors were to step away from the programme and stressed this was not a marginal issue. AC Jukes commented that an external review should be clear around its scope of ambition and what would best serve policing to help move this debate forward.

CC Shaun Sawyer expressed frustration on the lack of movement in this area and felt that progression, rather than a further review, should be the focus. CC Sawyer felt that the emphasis should be on victim outcome and value as opposed to cost.

CC Lisa Winward commented on the fantastic work to date and gave credit to those who have worked in this space. The departure of forensic science service from public bodies had created a gap with no national solution and therefore regions had adopted their own model which had resulted in an unlevel playing field. CC Winward welcomed the proposal of a strategic review.

CC Keir Pritchard commented that the presentation had highlighted a significant track record of risk and failure. Chief Constables Council had a responsibility listen to the advice of the national NPCC lead as the most qualified person to advise. National collaboration made police forces stronger and therefore CC Pritchard was supportive of an external review however felt a final decision must be reached at the conclusion of any review.

The Chair summarised that following the debate there was agreement for an aligned approach however the current policing structure made a one size fits all very challenging due to differing levels of maturity, activity and legacy issues across forces. Forensics was fundamental to the delivery of policing's core mission and would be a growing demand on forces. The Chair felt there was significant concerns raised regarding how benefits are defined and how the programme is funded collectively and this justified the need for an external review to explore these areas whilst reassuring and engaging stakeholder on the need for this approach.

CC Vaughan was supportive of this summary and proposed way forward but stressed that a decision would be required by Autumn 2021 in order to include (or not) this capability within the next spending review process.

Decision: Chiefs noted the presentation given by all Forensics presenters. All chiefs agreed that the delivery of forensics is core and a key fundamental deliverable. There were reservations as the programme doesn't clearly define its benefits and agree that a third party independent review should be conducted (to include the Home Office).

Action: NPCC Lead to meet NPCC Chair to discuss next steps and update chiefs going forward.

Forensic Marketplace Strategic Plan – Next Steps

DCC Paul Gibson presented the paper which provided a summary of the outline business case and recommended a way forward to tackle the increasing risk around Roads Traffic toxicology analysis and provided an update on the TF Forensic Marketplace Strategic Plan (FMSP) Project, which was commissioned to develop options to assess the potential to create a more stable forensics market. DCC Gibson provided a summary of a real life case study on road traffic toxicology which highlighted some of the strategic policing risks and confidence within the criminal justice system.

DCC Gibson highlighted the following areas:

- The overall forensic market was fragile and a proactive approach is needed
- Toxicology was the overriding priority and the Road Traffic Toxicology market is £4.8m (suppressed)
- Backlogs were increasing
- Age of samples was becoming critical
- STLs were being missed

DCC Gibson summarised the mitigations that were in place to address these risks but highlighted that the growth in demand was increasing as well as drug driving being a priority for roads policing. In responding to the challenge, policing had a suite of options for the operational response as well as the long term solution, the forensic market place strategic plan.

DCC Gibson highlighted the extensive governance arrangements that were in place and some of the challenges presented regarding a lack of continuity in regional representation which impacted on sufficient knowledge and decision making mandate. In order to move forward, engagement on proposals had been channelled via the Chief Constables Council regional feedback system and three recommendations were put forward; do nothing, agree a national road traffic toxicology contract on a commodity basis across multiple providers and the adoption of national procurement principles. DCC Gibson provided an overview of the feedback received on the recommendations from the regions and advised that based on Council governance advised there was a mandate to progress with the national toxicology contract and national procurement principles. DCC Gibson highlighted that any decisions would have a profound impact on the approach to further work in the forensic market place strategic plan. The Chair invited Chief Constables to give feedback.

CC John Robbins advised that the North West region wholly supported the recommendation on national procurement principles but due to local circumstances did not support the recommendation for a national road traffic toxicology contract.

AC Louisa Rolfe advised that the MPS use of the road traffic toxicology was artificially suppressed and whilst there was agreement that it was the right thing to do, assurance was required to ensure that usage could be at a far greater level.

Following a debate regarding whether forces would be tied into a collective contract that did not allow consideration of other options; Jo Ashworth advised that the commercial arrangement requirements could be set in accordance with collective requirements.

The Chair summarised that there remained some differing views and further debate was required to address the concerns specifically raised by the North West, North East and London (MPS) regions. It was agreed that an updated paper would be submitted back via for consideration via the monthly CCC regional process.

Decision: Chiefs noted the updated position following the regional feedback provided on the paper. The majority of chiefs supported option 2. However, the Met Police (London), North West and North East raised concerns around continuing local collaboration work.

Action: NPCC Lead to arrange a meeting with the NPCC Chair and the regions with concerns, to discuss and review the paper for submission back through the regional CCC process.

Session 7

Police Service Duty of Candour

The Chair introduced the agenda item which provided a further update on options regarding the introduction of a duty of candour following previous discussions at January 2021 Council.

AC Rob Beckley provided a summary of the current landscape and advised that further interest and debate in this area was very likely due to forthcoming events which included an IPOC court case due to commence in April and outstanding recommendations arising from the original Hillsborough Independent panel.

CC Craig Guildford advised that since the publication of Bishop James' report a number of changes had been delivered within policing which addressed many of the recommendations made. This included the introduction of a 'duty of cooperation' into the Standards of Professional Behaviour which applied to all serving officers who now must cooperate candidly and openly as witnesses during investigations (not limited to those conducted by the Independent Office for Police Conduct), inquiries and formal proceedings. The Director General of the IOPC now had powers to investigate incidents that occurred a long time ago with exceptional circumstances so should there be a further incident similar to Hillsborough, there would be the power to independently investigate.

CC Guildford recommended that a duty of candour be included within a refreshed Code of Ethics; this was ubiquitous to all in policing and was distinctly different from the Code of Professional Conduct which was an individual, personal responsibility. The Code of Ethics required a refresh and this would meet most of Bishop James' requirements as well covering issues that families and key

stakeholders would be seeking as well as balancing the position of Chief Constables responsibilities. CC Guildford advised that the MPS Legal Services had provided guidance around instances when candour would not be expressed – for example if acting on legal advice, some aspects of covert and undercover policing, the use of firearms tactics and crimes in action and these areas could be incorporated into a duty of candour. CC Guildford summarised that the recommendation in the paper aimed to provide a solution that was service led, was open and transparent and was meaningful to both frontline staff and Chief Constables but did not provide unnecessary legal complications.

CC Jo Farrell queried those occasions where candour would not be expressed and whether there was the potential for this to undermine what policing were seeking to achieve with candour. It was agreed that there could be some areas of conflict and some areas would require testing.

CC Gary Forsyth was supportive of the position set out in the paper. He highlighted the need to consider further the recommendation on the need to apologise at an early stage and the potential consequences of this recommendations when considered through the lens of any potential Inquest process.

AC Matt Jukes highlighted the need to communicate the substantial progress and reform activity that had been made to date. Policing should set out a clear statement of candour with the acknowledgement that this sat alongside a number of other duties that policing has to abide by and reconcile against.

CC Alan Pughsley was supportive of the paper. In relation to covert and undercover policing he highlighted that policing were currently candid in these areas to very specific audiences.

CC Simon Chesterman highlighted the post incident procedures in relation to firearms and DSI which had a four stage phased approach in the provision of accounts and highlighted that this approach should not be undermined.

CC Olivia Pinkney was supportive of proposals and felt the Code of Ethics was a good vehicle in which to include this. CC Pinkney commented on the challenges and proliferation of ‘shine the light’ inquiries and the impact of duty of candour alongside some of these inquiries.

CC Harrington was supportive of the recommendations in the paper. CC Harrington highlighted that further consideration around the inclusion to compel former officers (resigned or retired) to cooperate as a witness within criminal or misconduct investigations would be required.

CC Chris Hayward was supportive of the paper however felt that consideration was needed around wider agency requirements as well as the pathways to expert advice and due consideration.

Bernie O’Reilly expressed support for the Code of Ethics refresh and advised he recognised the criticality around the duty of candour wording and for colleagues to be consulted during the development of this work.

The Chair summarised that there was overall support for the recommendations as outlined within the paper. It was recognised that some of the work had already been progressed via changes to the policing discipline and misconduct processes. There was an acceptance that policing should not drive any legislative changes but should remain engaged and the Code of Ethics refresh was agreed

as the appropriate vehicle to progress this. The Chair highlighted the need to paint the broader picture of other accountability mechanisms that exist specifically for policing, to emphasise the progress already made within policing and that the policing environment had a number of competing legal and ethical duties that staff had to balance within their day to day roles and duties.

The Chair provided a summary of work ongoing between the College of Policing and the NPCC and advised this strand would pick up activity to frame the narrative as discussed within the debate.

Decision: Chiefs supported option B – a codified duty of candour within a refreshed Code of Ethics. Should be worded to be aligned to clear legal principle for balancing duties. An additional review of these types of inquiries against other accountability mechanisms is being reviewed through NPCC Crime Business Area and an update will be circulated to chiefs in the future.

Session 8

Crime Business Area Update

CC Andy Cooke provided an update on the Strategic Policing Requirement (SPR). There had been a good level of consultation with the Home Office and whilst it was recognised that not all of the feedback from policing would be incorporated, there had been a good level of input from policing leads including those in Counter Terrorism, Cyber, Sexual Abuse and Public Order.

CC Cooke advised that the revised SPR was more specific and was felt to be an improved product from previous iterations. Once complete, the SPR would be reviewed at least every two years with the next review to be undertaken in 12 months. CC Charlie Hall would take over as the NPCC lead going forward and advised that the SPR would shortly be submitted to Ministers for sign off. The publication date was anticipated in May and this was crucial as the SPR should assist the development of Police and Crime Plans.

SOC Review and Uplift

CC Stephen Jupp provided a high level update which included an update on the Mackey Review, the SOC plan and reform update, an overview of impacts on the ROCU network, update on uplift activity and detail of next steps.

The Home Office published the Executive Summary of the Mackey Review alongside the Integrated Review on 16 March and a small number of Chief Officers had input to review and refine the report before its submission. The Mackey Review proposed a UK Crime Campus model with a package of measures that would amount to a substantial transformation proposal to restructure and rebalance how law enforcement and government worked with each other and with the private and voluntary sectors to tackle SOC.

The Mackey Review also proposed a range of other measures to improve the effectiveness of the SOC system. These included digital transformation, a strengthened Strategic Policing Requirement and sustained and coordinated investment by Government over the next 5-10 years; including multiyear budgets.

CC Jupp advised that the Home Office position in response to Mackey was still evolving; and, to date, there had not been detailed conversations regarding the 'crime campus' model as described in the review. It was felt that the Police Uplift would be used as a vehicle of delivery to improve policing in the SOC area which was considered to be a narrow view.

CC Jupp updated on work ongoing around the SPR under the NPCC Lead of CC Charlie Hall and engagement had taken place with the SOC policing community on its content. Investment remained a significant issue with no funding allocated in this year's spending review and there was a risk that policing would be expected to deliver capabilities without the requisite funding support from the Home Office.

Session 9

Public Order and Mutual Aid Planning for the Year ahead

The Chair introduced the item and advised that the discussion would focus on forthcoming planned events for this year including a presentation from Police Scotland regarding the planning for COP26. The debate would also cover potential issues arising from the future easing of lockdown measures and the associated impacts on policing and the recent HMICFRS protest reviews and issues arising from recent protest activity seen in London and Bristol.

CC BJ Harrington updated on the thematic protest inspection undertaken by the HMICFRS and passed on his thanks to all forces that had contributed to this. The inspection had made 12 recommendations for policing, 3 recommendations for the Home Office as well as areas of activity for the College of Policing to pick up covering a wide range of issues from protest, intelligence to facial recognition. Liaison was ongoing with key stakeholders to provide a collaborative programme response.

CC Harrington updated on work of the NPoCC SIB to provide relevant briefings and support to SRO's and public order leads. CC Harrington updated on a recent mobilisation exercise held to provide 10% of resource and advised that the learning from this would be useful to ensure forces' ability to surge and respond to the emerging intelligence picture.

ACC Owen Weatherill provided an overview of forthcoming key national planned events alongside the timeline of easing of covid restrictions and resulting areas of pressure and demand on forces (including potential annual leave embargoes and a fatigued workforce).

Chief Constables discussed recent protest activity and some of the resulting political commentary and the need for policing to have greater support from political stakeholders. Members discussed issues including increased transparency regarding police tactics/training, strong messaging when engaging with political partners and the development of proactive media engagement/narrative regarding the issues faced by policing during such protest activity.

DCC Will Kerr provided an overview of Operation Urram (COP26) and the planning activity ongoing to police the event and some of the challenges faced including current uncertainty on what the event will look like as it is likely to be a hybrid event of both physical and virtual managed in line with covid restrictions. The 12 day event will be a large scale event impacting across Scotland involving 120 heads of states/leaders and will require a significant policing presence and mutual aid requirement from a range of specialisms. CC Thompson acknowledged the size of the event with its associated challenges and queried the timeline for provision of a detailed mutual aid request and the impact on remaining assets. DCC Kerr advised that the clarity on the detail of the final event structure was awaited from the Cabinet Office and once this was known, Police Scotland would be able to submit an updated, detailed mutual aid request.

Decision: Chiefs noted the Operational update on Operation Urram (COP26) from Police Scotland and overview of current planned events taking place over 2021.

Action: Antony Bangham to circulate Operation Citrus Trial briefing so all chiefs can assess against local risks.

Action: Communications Advisory Group will ask representatives from MPS and Avon and Somerset to give their perspectives on how the police service can better co-ordinate and amplify messages.

Action: Police Scotland and NPoCC to circulate (once finalised) a final updated mutual aid request for COP26 to all chiefs.

ANY OTHER BUSINESS AND WRAP OF DECISIONS

No other business was raised in the meeting. See separate decision and action log for the meeting.

DATE OF NEXT MEETING

The next full Chiefs' Council meeting will be held on **19-20 May 2021**.