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Chief Constables' Council Minutes

19-20 May 2021

Attendees

AC Martin Hewitt	NPCC Chair
CC Andy Marsh	Avon and Somerset
ACO Nick Adams	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
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 Chris Rowley	Lancashire
CC Simon Cole	Leicestershire
CC Bill Skelly	Lincolnshire
CC Serena Kennedy	Merseyside
Commissioner Dame 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
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
CC Jo Shiner	Sussex
CC John Campbell	Thames Valley
CC Martin Jelley	Warwickshire
CC Anthony Bangham	West Mercia
CC Sir David Thompson	West Midlands
CC John Robins	West Yorkshire

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

Wiltshire
Wiltshire
British Transport Police
Civil Nuclear Constabulary
College of Policing
Royal Military Police
Royal Military Police
Royal Airforce 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

In attendance for Session 1

Gemma Stannard

Covid-19 Lead for Recovery and Learning

DCC Jason Masters

Leicestershire Constabulary

In attendance for Session 3

Cyril Gout
David Cramsie
Jake Collie
Jurgen Stock
Stephen Kavanagh
DCC Will Kerr

Interpol, Director Operational Support and Analysis
Interpol, Strategy and Policy Advisor
Interpol, CT Coordinator
Interpol Secretary General
Interpol Director of Police Services
Police Scotland

In attendance for Session 4

ACC Peter Ayling
Murray Duffin

Kent Police
Metropolitan Police Service

DCC Malcolm Graham

Police Scotland

In attendance for Session 5

ACC Mark Travis
CI Scott Lloyd
DCC Malcolm Graham

South Wales Police
South Wales Police
Police Scotland

In attendance for Session 6

ACC Alan Todd
David Bailey
DCC Will Kerr
Gary McMullan
Patrick Robins
Sarah Jones
Mark McSweeney

PSNI
Local Policing Digital Engagement
Police Scotland
Police Service for Northern Ireland
Surrey Police
Merseyside Police
Dyfed-Powys Police

Steve Baker
Caroline Adams
Mark Owen
Justine Srivastava
Corinne Brazier
Hayley Langmead

College of Policing
Sussex Police
North Wales Police
Lancashire Constabulary
West Midlands Police
Essex Police

In attendance for Session 7

DCC Will Kerr

Police Scotland

In attendance for Session 8

ACC Julia Debenham
Nicola Spragg
DCC Malcolm Graham

Leicestershire Police
Greater Manchester Police
Police Scotland

In attendance for Session 9

Chris Hutchison

College of Policing

Jo Noakes
ACO Alistair Kelly
DCC Janette McCormick

College of Policing
Leicestershire Police
National Uplift Programme

DCC Malcolm Graham

Police Scotland

In attendance

AC Robert Beckley
Professor Paul Taylor
T/Ch Insp Wayne Nash

Assistant Commissioner – Op Resolve
NPCC Chief Scientific Officer Policing
NPCC Staff Officer

Richard Hampson	NPCC Senior Business Officer
Cathy Willis	NPCC Executive Assistant
Sherry Traquair	NPCC FOI and Decision Maker
Stuart Sterling	Home Office, Government Liaison
Gabriella Chamberlain	Home Office
Nicola Growcott	NPCC Senior Communications Manager
Antony Bushfield	NPCC Comms
Stephen Henry	NPCC Business Officer
Simon Pountain	Business Change, National Enabling Programme
Owen White	NPCC National Enabling Programme

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 Carl Foulkes – North Wales Police

CC Simon Byrne – Police Service for Northern Ireland

MINUTES AND ACTIONS FROM PREVIOUS MEETING

The minutes for the previous meetings held on 24-25 March 2021 were agreed.

Action Log

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

1.1. An update was circulated to all Chiefs via ChiefsNet on the 27 April and a further update will be provided at the May Chiefs' Council meeting. Once all feedback from forces has finished this will come back to the July Chiefs' Council for formal ratification. **Action is Open.**

Session 2 (March 2021) – NPCC Strategy Development Paper (Action Owners NPCC SPP Team):

1.2. The Strategic objectives and narrative document have been updated using the feedback from CCC. A further document will be issued to regional CC meetings and the strategy, planning and coordination board for consideration. It is anticipated that a final document will be available in June. **Action is Open**

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

1.3. Work is progressing and several meetings have been scheduled with the NPCC Op Model team to work a way forward. A further update will be circulated to chiefs at the July Chiefs' Council meeting. **Action is Open**

Session 6 (March 2021) – Forensics Overview and Discussion (Action Owners: Martin Hewitt and James Vaughan):

1.4. Terms of Reference was circulated for chiefs' review and consultation. Sir Craig Mackey has been identified to lead the independent review and will be contacting forces to take this work forward. An update will be provided to all chiefs in session 5 at the May Council meeting. **Action closed.**

Session 9 (March 2021) – Public Order and Mutual Aid Planning for the Year ahead (Action Owners: Owen Weatherill):

1.5. The indicative figures went out to all Regions on Monday 3 May, but they are yet to be finalised or sent due to de-conflicting the impending G7 Summit and resourcing requirements. Training is underway with RICCs now completed the Mercury Detailed Mutual Aid (DMA) which is required to receive/allocate the resourcing requests, with anticipated timescales for sharing final figures around mid-June. **Action closed.**

Chair's Update

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

- Paul Sanford has become T/CC for Norfolk Constabulary
- Chris Rowley now Chief Constable for Lancashire Constabulary from Humberside Police
- Claire Parmenter now Chief Constable for Dyfed-Powys Police
- Mark Roberts first Council meeting after becoming 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:

- CC Martin Jelley – Warwickshire Police after 33 years in Policing – retires in June.
- CC Simon Bailey announced his retirement on the 24 March – last Council meeting.
- CC Antony Bangham last Council meeting.
- CC Gareth Morgan will be retiring on 4th June.
- CC Andy Marsh last Council meeting.

NPCC Chair Appraisal 2020/21 and Objectives for 2021/22

CC Olivia Pinkney provided an update on the PDR reporting process for the NPCC Chair. This year's process had concluded and Martin Hewitt had been graded as exceptional; this year had seen a number of significant challenges which included those around EU Transition and Covid leadership alongside business as usual activity including the development of the NPCC Operating Model,

reframing of the NPCC strategy and development of stakeholder engagement. Objectives had been set for the next reporting year and are framed around continuation of this work.

CC Simon Cole voiced his praise for CC Pinkney in her role in leading and managing the NPCC Chair PDR process on behalf of all Chief Constables.

Decision: Chiefs noted the paper and offered thanks to the NPCC Chair for work accomplished in 20/21.

Police Memorial

The Chair provided an update on the development of the police memorial site and shared some images of the memorial which was due to formally open in July.

Decision: Chiefs noted the update and would support the formal opening of the site in July.

Covid-19

The Chair advised that the next fortnightly meeting with regional Chiefs would take place on Friday 21 May. There was some caution within HMG around the variants of concern and work was ongoing within HMG to understand the science around transmissibility. The timeline for easing of restrictions continued however there was some caution expressed by HMG due to the variants of concern. There had been some growth seen around managed quarantine in hotels and work was ongoing around this. Work was also ongoing with ACRO, Thames Valley, Hampshire and the Operation Talla team around support in relation to the processing of border force allocated tickets. The Chair sought views on the establishment of the Ethics Committee to assist with Covid management and whether a similar group should be retained around more general NPCC issues to provide feedback and challenge where appropriate.

Decision: There was general support for an NPCC Ethics panel.

Action: NPCC office will send to chiefs an overview of the ethics panel and proposal for it's continued contribution in relation to policing matters.

PCCs Elections and Home Office PCC Review Update

The Chair updated on the PCC elections and advised that 22 of the 43 PCCs were newly appointed and this represented a transformation in the balance of representation with no independent members (with the exception of the North Wales PCC) and the majority of PCCs from the Conservative party. The Chair of the APCC (Paddy Tipping) had lost his seat and PCC Roger Hirst was standing in as acting APCC chair. The APCC will be looking to reconfigure their board and senior team at the July APCC General meeting.

An induction process for new PCCs will commence next week with participation from a number of Chief Constables. Part 1 of the PCC Review has been published and part 2 of the process will commence shortly.

Decision: Chiefs acknowledged the update and agreed to support the APCC induction programme for new PCC's.

Pensions Update

AC Matt Jukes provided an update following the written summary that had been circulated to Chiefs regarding steps forces could take to manage the Pension Remedy. It was expected that the Government's high level plan to respond to the related Employment Tribunal ruling may be subject to a further legal challenge alleging the remedy put in place raises gender and age discrimination. A letter had been sent to the policing minister around the financial consequences which in the short term related to compensation claims and top up grant with an overall £3billion gap in the pension funds – this required a response from Treasury as it would be intolerable to fall back onto forces. Work was ongoing with pension providers and staff associations to ensure that appropriate support is provided from the centre. A further update would be brought back to the next Council meeting.

Decision: Chiefs noted the update regarding the government response to the consultation on Police Pension Remedy.

Action: Update on developments to be provided detailing steps forces can take to manage Pension Remedy once the respective roles and responsibilities are set out through a Memorandum of Understanding to be presented at the July Chiefs' Council meeting.

NPCC Operating Model Update

The Chair updated that work was moving forward as planned and funding had been received from the Home Office at the beginning of April. Recruitment activity was ongoing at pace and interviews were due to take place for the key position of the Strategic Hub Lead. The Chair asked colleagues to consider secondment requests to the NPCC Operating Model Team favourably where possible. Work was ongoing to ensure that benefits are clearly identified to assist with the securing of future funding. Work to enhance provision of support to the Co-ordination Committees Chairs continued.

Decision: Chiefs noted the update.

Spending Review

The Chair advised that CC Stephens had taken over as the financial committee chair and work had begun to develop the spending review proposal/submissions with support from APCC leads and financial directors from both the APCC and NPCC. The Chair stressed that this would be a very challenging funding process with the guidance that this would be a multiyear process.

Decision: Chiefs noted the update.

Coordination Committee Portfolios Vacancies – Take up and way forward

The Chair highlighted the number of vacancies from across coordination committee, portfolio and working groups. The Chair provided an overview of some of the key positions that were vacant alongside the number of Chief Officers in each force that were undertaking some of these roles. Options around potential rationalisation would be considered going forward.

Decision: As part of the NPCC Operating Model work, the NPCC is planning to review the process for allocating Portfolio/Working group leads. The team will be consulting with all chiefs re options including the possible links to the Strategic Command Course and specific CPD for Chief Officers new to a national role.

The Chair informed all chiefs the International Coordination Committee ballot was circulated to all chief officers to vote on their preferred candidate – x6 candidates in total.

Regional Papers

Local Policing Coordination Committee Briefing

Summary: The purpose of this paper was for Chief Constables' Council members to consider, in addition to the planned portfolio updates, any aspects of Local Policing they wish to be discussed during May's CCC.

Decision: Chiefs noted the update and provided feedback on proposed areas for discussion within session 6 on the agenda.

NPoCC s22a Collaboration Agreement – Lead Chair role

Summary: The paper updates on progress made regarding the renewal of NPoCC's Section 22a Collaboration Agreement with Forces. The current Section 22a remains in effect at this time, and has no impact on delivering the role and responsibilities of NPoCC.

Decision: Chiefs were supportive of the proposal put forward which suggests the NPCC Chair should fulfil the role of Lead Data Controller. Going forward once NPoCC have worked with Wiltshire's PCC Legal Advisor in drafting a revised NPoCC Section 22a agreement resulting in the adoption of the APACCE template format which introduces some governance changes for NPoCC this will be implemented and a further update circulated to all chiefs.

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.

Outcome: Chiefs noted the update through the feedback however upon discussion agreed that an update was required in the main Council meeting on CJ Recovery Plan with an update on the East Midlands comments on concerns around the issue of redaction.

Decision: Criminal Justice recovery plan and update overall will be given to chiefs as part of Session 7 on the Council agenda.

Handling Sensitive Material – Service Level Agreement CJ

Summary: The purpose of this paper is to provide an update on the development of the service level agreement and look to seek chiefs approval for implementation.

Action: The author will link in with the NPCC lead for Surveillance and address any concerns the East Midlands region has raised.

Action: The author will speak with Surrey and Sussex regarding comments raised over FIB SPOC not being agreed and further consideration would need to be given for both forces as this is considered a process already working well.

Decision: Chiefs approved the SLA for implementation and adoption.

Custody Performance Management Framework

Summary: The paper invited Chief Constables to support obtaining and utilising the data outlined in the paper to inform examination of their custody related performance.

Action: The author will liaise with the East Midlands region specifically on concerns in relation to the ability for internal ICT systems to be able to capture the data and the amount of work and cost associated with this.

Action: The author will speak with the London region on a concern raised regarding the currency of the existing 6 principles of the Custody Strategy, as it was felt they were now somewhat historic and not in line with current position on issues such as bail.

Decision: Overall Chiefs supported the paper and welcomed the NPCC Custody portfolio to work with forces and stakeholders to continue to develop performance management frameworks and scrutiny within custody.

CT role in the Command & Control of Maritime “Threat to Life” Incidents

Summary: The paper invited Chiefs to consider the proposal that Counter Terrorism Policing (CTP) takes primacy for the initial command and control of the response for armed maritime operations involving a threat to life in UK off-shore waters.

AC Basu commented that following review of feedback from the ‘amber’ forces – further engagement was ongoing with those regions to address the issues raised.

Action: Author to speak with forces who raised concerns around treating every incident as CT when there is no armed threat and negotiation could resolve locally. There should be clear parameters of what should be deemed a CT incident.

Decision: Overall, chiefs agreed command and structure would fit neatly with the CT portfolio, but requested further clear Terms of Reference/agreed operating procedures for how local forces will be

engaged and involved at the outset as there would be a significant role for the receiving forces especially in terms of supporting capability and capacity. It is important forces and regions are involved in the detail of the design and implications of such an approach, in particular, roles, responsibilities, force expectations.

Changes in Legislation for Out of Court Disposals

Summary: Chiefs were requested to provide feedback on which options on the out of court disposals framework were favoured with regions prior to legislation being passed.

Outcome: The majority of forces expressed a number of concerns re the practical application of what is proposed. Forces highlighted that previous proposals focused on a two tier model for OoCDs (Conditional Cautions and Community Resolutions). In the paper there appears to be no option or recommendation that adapts the previously proposed two tier system as per previous guidance. There are a number of forces that are working on pilots or have moved to the two tier model. A number of forces have been running a pilot based on the two tier model for the last 6 months. The new proposals seem to be a deviation from the previous NPCC direction and future vision and requires substantive discussion at Chiefs' Council.

Decision: Chiefs agreed given the above feedback and clarity required about the differences between Option 2 and Option 3 as there is some confusion regarding this the paper will now be discussed as a substantive item at Chiefs' Council in session 7 on the agenda.

Issue of Funding of the Surveillance Dashboards

CC Haward advised that this work had been picked up following the disbandment of the Specialist Capabilities Programme where data dashboards had been developed. All forces were now submitting data into the dashboard and further work was required to move to a position to ensure consistency, licencing and a single service level agreement/co-ordination etc. Benefits were beginning to be realised around training provision and prioritisation. Agreement was sought around the pricing as outlined within the paper for forces and regional costs (total cost of £54,000) in order to progress the licences – without this funding the programme of work would have to cease.

Proposals had been agreed at the Crime Co-ordination Committee, Finance Committee and SOC Board.

CC Olivia Pinkney was supportive of the proposal however highlighted the need to maintain a central record of individual funding approvals such as this to ensure there was central oversight of such funding approvals. CC Stephens confirmed that an audit record was being created and would be brought back to Chiefs in due course.

Decision: Chiefs agreed the following:

- 1) Agreed on the continuation of the Surveillance Data Dashboard.
- 2) Agreed on the funding for Surveillance and TSU licences, as illustrated in Appendix B of the associated paper.

Aviation and NPAS Update on Maritime Coastguard Agency

The Chair introduced the discussion on aviation following previous decisions taken around NPAS and work that had been progressed by the Aviation Team. There had been previous debate regarding possible cross over of benefits between policing and the Maritime and Coastguard Agency (MCA). On submission of the MCA bid for their replacement aviation programme, the Treasury had refused to sign off the MCA replacement programme until engagement had been undertaken with policing to explore potential savings of the public purse by identifying any options for sharing of capabilities. The MCA had now commenced engagement and an agreed mandate was now required from Chief Constables Council to enable the appropriate NPCC representatives to progress this going forward.

CC Rod Hansen provided an overview of correspondence received from the Chief Secretary to the Treasury (CST) to Ministers in the Home Office and the Department for Transport requesting proposals for greater convergence between the MCA and NPAS to enable and explore potential savings. Following some early engagement on this issue there had been agreement to explore any potential for convergence opportunities between the NPCC and the MCA. CC Hansen advised of a timetable of potential briefings aimed at Ministers and the CST (anticipated to be held in late spring/early summer).

Both CC Hansen and CC Robins had been invited to join a working group convened by the Home Office to explore this issue further. CC Hansen outlined some of the overlap between aviation provision provided by both the MCA and police forces (particularly those covering coastal areas).

CC Robbins expressed the need to consider these proposals with great caution and highlighted that previous requests for funding assistance had been refused by the CST and as a result, policing were required to fund fleet replacements via either grants or PCC precepts and these substantial costs are met internally. CC Robbins highlighted the concern that this was being viewed through one lens with the potential for further reductions of funding to policing. CC Robbins agreed there were options to explore closer working alignment and synergy however the two operating models were different (including proposals around drone work).

CC Hansen highlighted the following areas to provide some useful context:

- 80% of demand now occurs across 25 forces – which were predominantly urban
- Landscape change from 2012 due to more bases, the demand was different which required reshaping
- 10,000 tasks performed by drones with 17,000 by conventional aircraft
- Three bases located across the south west which may cause some questions/clarification around base locations
- Overview of the SAR2 programme which has a potentially faster stand up time, bases located where NPAS are not, expertise in searches and poor weather activity
- Agree the need for policing to retain control of its aviation service but a conversation with partners to help policing operationally, could be a positive move
- About convergence not take over
- Concerns around the timescales of provision of new aircraft fleet and drone capability
- Forthcoming CSRs will be extremely limiting

The Chair set the scene for the following discussion and the need to agree who will be the NPCC representative going forward, what are they being delegated to do and what are the key points to feed into the discussion.

CC Robins provided an overview of some of the potential benefits of working closer with MCA:

- Operational synergy (Tasking (searching), improved coverage, improved public service)
- Innovation and futures - Research and Development, equipment, emerging technologies including BVLOS drones, joint trials
- Commercial excellence - Shared learning in approach to/engagement with aviation industry
- Structural synergy Explore shared basing and facilities, Sustainability / environmental

CC Hansen outlined the key issues for Chief Constables to consider:

- Do Chief's believe a fully integrated service should be discussed with MCA at this time?
- Do Chief's feel this work should be led by NPAS or Aviation Team? (single voice for policing)
- How do Chief's feel this work should be supported and action taken to ensure the services voice is heard and influential

CC Harrington thanked colleagues for working through this complex issue. CC Harrington stressed that Policing has an agreed plan which should continue to be worked through. A national civil emergency air service that delivered for all key partners was an admirable ambition however differing key objectives between partners may prevent this and would not provide an improved service.

CC Farrell felt that a fully integrated air service did not seem achievable due to complex demands on policing however discussions on those areas where they was cross over (coverage of rural areas and coastlines) would be a sensible starting point. CC Kelly was supportive of this point and highlighted that whilst one size did not fit all; the potential for greater synergy with the MCA should be explored however the specialist air support required by policing must be fully understood. CC Kelly also suggested exploring views and support from Bluelight Commercial in this area.

CC Vaughan commented that the MCA offering seemed very expensive in comparison to other providers (NPAS and RNLI) and therefore felt a cautious approach would be necessary based on the level of resources that would be required.

CC Sawyer felt that the debate should be had and discussions should be met with an open mind. CC Sawyer felt that NPCC representation depended on the agreed approach – if it was a negotiation then NPAS may be appropriate to lead, if a discussion then the Aviation team would be the appropriate leads.

CC Pritchard reflected on the history of collaboration and the risks when entering an agreement without having shared benefits and clarity on operational implications. Clarity was required around the shared endeavours, shared operational benefits, shared partnership vision and without this, a cautious approach would be required. CC Pritchard did not support full intergration but agreed for the need to progress discussion on any localised benefits.

CC Pughsley was supportive to have the discussions, with both CC Hansen and CC Robins leading for the NPCC with CCC support on direction and agreed terms of reference.

CC Morgan sought clarity on the current position with NPAS and what activity was in train around business case development in order to be able to sufficiently brief new PCCs. CC Morgan appreciated the complexity of the work but did not feel there was a single voice or possibility of an integrated service.

AC Louisa Rolfe commented that whilst there was little direct impact on London, she requested that as considerations were progressed, the potential impact on the wider service and the whole model picture be fully explored.

The Chair summarised that following the debate it was agreed that policing had to engage in these discussions and ensure the police voice was represented. It was felt that this conversation was, in the main, financially driven by the Treasury albeit there were some overlaps in the aviation service provision and therefore a cautious approach was required. These discussions did not change previous decisions made by Chief Constable Council in this area and a 'red line' for policing would have to be that an integrated service could not be achieved but policing were keen to explore cross over points and synergy as were outlined earlier in the discussion by CC Robins with areas of mutual benefit also to be clearly outlined.

The Chair stressed that any future substantive decisions required would have to be made by Chief Constable's Council to ensure that all decisions were in line with the plan of action already agreed by Council. A piece of work to develop a delegated authority would be progressed and it was agreed that as the areas of synergy sat predominately within the NPAS arena, CC Robins would be the appropriate NPCC representative with support as necessary from CC Hansen.

Decision: Any substantive change will be returned to CCC for formal agreement.

Decision: Chiefs agreed that discussions will be led by CC Robins, supported by the NPCC Aviation Team.

Action: A clear delegated authority with identified 'red lines' will be developed for CC Robins.

Action: A full briefing on the agreed way forward for NPAS will be circulated to all CC's to assist with briefing of PCC's.

Session 2

Domestic Violence Homicide Report

AC Louisa Rolfe introduced the item and advised that following concerns raised regarding a potential increase of domestic abuse and homicide during the Covid 19 period, funding from the Home Office and support from the College of Policing was secured to undertake review work led by the Open University alongside policing leads. Forces were asked to submit data on domestic homicides with a wider definition to capture all deaths following instances of domestic abuse. The findings revealed there was 163 deaths during the period in question – this figure whilst slightly higher than the previous year, was in line with the 15 year average. The main finding was that there was no increase in domestic homicides during the covid 19 pandemic and whilst these were small numbers to draw firm conclusions from there were some interesting trends arising. The full recommendations from this project were being worked through with key policing stakeholders – however AC Rolfe highlighted the following:

- Covid had been identified as an escalator of domestic abuse with some victims feeling less able to seek help and advice, but had not been the cause of domestic abuse however some abusers exploited the situation to abuse victims further
- The majority of domestic abuse was between intimate partners (either current or ex relationships)
- Most domestic homicide involved female victims/male perpetrators
- Victim data showed mostly female victims - 73% but varied by case type
- Homicide victims and those committing suicide in an abusive relationship was overwhelmingly female
- Half of child death victims were male

Data was captured on protected characteristics and AC Rolfe highlighted that in many cases the perpetrator was known to police for previous domestic abuse although in black and asian minority victims there was less likely to be previous history of reporting domestic abuse to police. The data collated on suspects showed over ¾ of suspects were white with 25% from a black and minority ethnic groups, 2% recorded as LGBTQ+, 15% of suspects recorded as having a special need and 12% recorded as having mental health issues.

Some of the prevalent risk factors were noted as; over half of the suspects were previously known for domestic abuse, the majority of suspects and victims were in mid adulthood (25 – 54 years old) although there was a substantial group of older victims (aged over 65) across the multiple case types. Coercive controlling behaviour was the most prevalent risk factor with other exacerbating factors including mental health, drug and alcohol use. In cases of adult family homicide – the victims were older and in cases of child death were more likely to be male victims and female perpetrators with a history of domestic abuse and/or mental health. AC Rolfe highlighted some of the suicide related data and advised that this was still being worked through. Funding had been secured for a further 12 months and further work was being explored around the recommendations and this included suicide in abusive relationships.

CC Nick Adderley highlighted work ongoing within the CDI process by the HMICFRS to look at behavioral crimes and also the opportunities to push back on the CPS around the behavioural crime element alongside any primary crime types.

Decision: Chiefs noted the update and the team will share the report once published.

HMG Drugs Strategy

The Chair provided an update on work being driven by HMG to develop a 10 year drugs strategy to combat the entire drug landscape. The strategy proposals to date looked to be workable from a policing perspective although the associated funding was substantial and at present it was not clear where this would fit in the upcoming CSR process.

CC Olivia Pinkney sought assurance that local policing and public health would be involved in the development of this work. The Chair confirmed that liaison with the Home Office was ongoing to ensure that the range of NPCC portfolio leads have appropriate input to ensure that the right leads are engaged.

Cmsr Dame Cressida Dick welcomed this work which had been awaited for some time and policing had to prominently shape this work going forward. Cmsr Dick commented that managing demand was a key challenge alongside the associated violent crime arising from drug use as opposed to focusing resources on recreational drug use when other risks and drivers of demand were far higher.

CC Pritchard commented on the unnecessary criminalisation of those on the fringes of the victim/offender profile and also queried the innovation of the strategy when considering issues around treatment including the potential use of health base centres etc.

CC Pughsley reinforced that policing had to be strongly engaged in the development of this work and advised that colleagues from other portfolios would be invited to join Crime Coordination Committee meetings to ensure a broad approach was developed. CC Pughsley advised that DCC Jason Harwin was the overall lead with input from across policing.

CC Iain Livingstone welcomed that this work was now being given the priority it required and highlighted that it would be useful to have an extended conversation around the drugs strategy at the July Council meeting due to the high level of demand drugs placed on policing, particularly within Police Scotland at present.

CC Lisa Winward welcomed this work but stressed the need not to reinvent work that had already been done and agreed that policing required the right representation to influence the strategy and potential solutions going forward.

AC Rolfe queried if any work had been undertaken to map out data and timelines between the funding model used by the Health Service for drug and alcohol treatment against policing crime data and highlighted this may provide a powerful argument regarding a key driver around protected funding.

Action: Local Policing coordination committee to send representative to the next Crime Operations Coordination Committee meeting to engage on drug strategy discussions and join up on work.

Decision: A substantive discussion on the HMG Drugs Strategy will be presented at the July Chiefs' Council meeting.

Crime Performance Update

The Chair invited CC Shaun Sawyer to update on the Performance Management Coordination Committee (PMCC) and how that committee will coordinate policing's input into the Crime and Policing Performance Board (CPPB). CC Sawyer advised that a letter had been sent out to Chief Constables seeking feedback on proposals to have a standing quarterly formalised performance

meeting. This structure would assist in the coordination of performance and performance data across policing and feed into areas including the CSR and the CPPB chaired by the Policing Minister.

CC Sawyer outlined the variety of performance scorecards that were in place across policing to measure performance in a variety of areas and the arising subset of data that arises from those scorecards. CC Sawyer provided a summary of the feedback received to the letter to Chiefs and advised there were areas of support and some areas where further information was required which would be explored further. CC Sawyer highlighted the need for a collective voice from policing with a recognised system to share best practice and information in a data led way which would assist all leads in their respective areas be that local policing, finance, crime, CT etc.

CC Pinkney was supportive of the proposed approach. CC Pinkney highlighted the need for consistency – use of the same language, data etc. CC Pinkney highlighted the need to avoid the use of ‘lead force’ to avoid confusion however she felt the proposals would improve confidence and consistency.

CC Thompson was supportive of the work and observed that a greater consistent evidence based approach was required alongside holding national leads and the College of Policing accountable for those elements included within the performance framework. A clear operating model and consistent approach on specific crime types was required and would assist focus nationally.

CC Gavin Stephens was supportive and felt this would assist to share areas of good practice and provide greater insight into data which would provide improved evidence based policies and financial decisions.

CC Harrington was broadly supportive and felt there were benefits of sharing good practice and alignment of data however felt there was a need for a thematic approach to consider the most harmful/problematic areas. CC Harrington also stressed the need for greater clarity regarding the role of the proposed performance meeting. The inclusion of performance within the meeting title could be misleading and suggest it was a mechanism to hold individual forces when that would not be its role as other governance structures exist to do that.

AC Neil Basu agreed for the need of sharing best practice and highlighted the risk of not having national operating protocols/consistency in this approach which is very often open to scrutiny.

Action: Overview of all points raised from the discussion to be shared with chiefs by PMCC and NPCC central office.

Operational Independence Discussion

The Chair opened the discussion and advised that the debate aimed to discuss the current challenging and diverse landscape which included; a boyant HMG that was keen to push forward on issues impacting on law enforcement, the 20,000 uplift investment, a significant change to the PCC landscape, a high turnover of Chief Constables over the next 12 months, changes with the College of Policing leadership with no CEO appointment to date as well as changes to the IOPC leadership, the

impact of COVID, pressure from HMG around other key priorities as the covid impact recedes, recent deployments of the HMICFRS including thematic reports on protest activities and VAWG, recent protest activity and arising political/media commentary, the forthcoming G7 and COP26 events, forthcoming spring and summer events and the forthcoming spending review. The Chair asked for views and debate regarding how policing manages this challenging landscape.

CC Simon Cole raised the issue of the 'electoral mandate' to drive through potential changes etc and also the knowledge and briefing of PCC candidates on key issues impacting on policing.

CC Pam Kelly highlighted that the political landscape in Wales was in contrast to that of the UK and this sometimes presented additional challenges and therefore early consideration of the Welsh context would be helpful. CC Kelly felt that a buddy system for new Chiefs had previously been raised and this system was needed now in view of the number of new Chiefs and the current challenging landscape.

CC Lisa Winward commented on the Chief Executive Officer's role within the Office of the Police and Crime Commissioners and how this can impact on the direction taken by the PCC.

CC Gareth Morgan felt there was a lack of appreciation of the operational independence of Chief Constables at the Home Office/Ministerial level. He felt that one way of emphasising this could be the cessation of any future joint letters between policing and the Home Office. Whilst engagement and challenge from Ministers and the Home Office could be justified – there was a need to recognise the independence of Chief Constables regarding operational decision making and any direct attempts to influence 'real time' decision making etc should not be acceptable.

CC John Robins highlighted pressures around PCC/Mayoral independence, public interference and pressure including that via the media. CC Robins advised that CPOSA was preparing a briefing for newly elected PCCs and welcomed any feedback on issues to include alongside stressing the operational independence element.

CC Keir Pritchard raised the policing protocol and voiced disappointment on the lack of transparency of part 1 of the PCC Review with no published report. He hoped that part 2 would provide a better description of the findings and would revisit the policing protocol. CC Pritchard raised the PCC and Chief Constable Accountability Framework and expressed a desire that this be refined to ensure that Chiefs and PCCs fully support it and it can provide a position of clarity.

AC Neil Basu felt that politicians did understand the operational independence although it may not be their preference. However he raised the worrying trend of confidential conversations released to the media in order to impact on a particular agenda. Whilst it should be expected to be held to account for areas of performance; pressure to take specific decisions should not form part of that.

CC Garry Forsyth commented on the role of the APCC to assist with advising and setting boundaries for new PCCs on issues including operational accountability, policing protocol, the ring fencing and segmentation of budgets etc.

CC Gavin Stephens emphasised the importance of the voice of communities alongside the demands of national policing priorities.

CC Sir Dave Thompson advised that this was a moving piece and felt there was a need to undertake some practical legal work to understand what operational independence actually is so that Chiefs can be clear of the legal definition to assist with the navigation of this landscape. Also consider what proximities bodies such as CPOSA and NPCC have around any areas of breaches etc.

CC James Vaughan highlighted the challenges of newly elected PCCs looking to adopt regional approaches to specific issues and the need to support PCCs to understand the need to consider issues such as threat/harm and risk when considering where to focus police activity.

CC Jeremy Vaughan agreed with the comments made, however, highlighted the need for policing colleagues to spot and challenge areas of 'drift'. CC Vaughan also highlighted the need for the APCC to ensure that there is a professional competence within the Offices of the PCC.

CC Shaun Sawyer commented that knowledge of governance structures and the associated rules was crucial and work could be considered to strengthen this with support from the Association of Police Lawyers or the College of Policing via professional development events.

Cmsr Dame Cressida Dick commented that this was a timely debate and echoed the need to understand and reaffirm the rules and regulations surrounding operational independence. There was a risk of a lack of understanding of legal obligations etc by some in office and a need to assist with educating colleagues in those areas. Cmsr Dick agreed with need for Chiefs highlight and challenge areas of drift and hold each other to account in relation to maintaining high standards, impartiality and independence.

CC Iain Livingstone felt the debate was at the heart of political accountability and policing and highlighted the different models of governance and accountability that exist across the UK alongside the pressure of local and national accountability structures. CC Livingstone felt that the NPCC should continue to stress and champion the value of UK Policing as a collective.

Cmsr Ian Dyson commented on the unique City of London governance and suggested that policing needed to be better in areas of collaboration across policing (including areas involving funding or policy decisions) in order to ensure greater alignment and stronger messaging around policing working as one.

CC Gavin Stephens suggested whether coming out of COVID could be used as an opportunity to engage and have greater coordination within policing and partners. CC Livingstone supported this suggestion.

CC James Vaughan commented whether policing could consider greater embedding of senior policing representatives working within HMG to strengthen the policing influence.

AC Matt Jukes provided an overview of work that had been undertaken by Gareth Madge (former chair of the Association of Police Lawyers) on the legal principles around the policing protocol and establishment of PCCs which could be shared.

The Chair thanked colleagues for their views and summarised there were some practical areas that could be taken away including the provision of a clear, current legal description of operational independence. The Chair agreed with the suggestion to formalise a buddy process for new Chief Constables and to explore the range of educational opportunities available via the (Continuous?) Professional Development opportunity to utilise these where possible. The Chair highlighted the need to explore how colleagues can influence partners/stakeholders to utilise opportunities to reaffirm the role of policing, stressing its impartiality and independence.

Decision: Chiefs agreed to have some work commissioned to provide clarity on the legal position relating to operational independence.

Decision: CC Kelly agreed to develop a 'buddying' and CPD process of CC's within the workforce co-ordination committee.

Session 3

EU Exit (Part 1) – Operational Support Services delivered by Interpol

The Chair introduced the session which aimed to provide an overview of the work of Interpol and to discuss how UK policing and Interpol could continue to develop a productive and mutually beneficial working relationship. The Chair welcomed Interpol Secretary General Jurgen Stock to the meeting alongside Steve Kavannah, Executive Director of Police Services.

Mr Stock introduced himself and advised that he would provide an introduction to Interpol and advise how its capabilities are being deployed by front line police – including across England and Wales – every day. Mr Stock provided an overview of the work of Interpol and covered the following areas:

- Interpol occupies a unique space in law enforcement. It is a police organisation, an international organisation, and a global player with its vision of 'Connecting police for a safer world'
- Interpol monitors and analyses criminal trends worldwide; while providing assistance in individual criminal investigations, placing Interpol at the intersection of global threats and individual crimes
- Interpol supports law enforcement by: coordinating operations run by domestic agencies in the field, providing criminal data and analysis, and police training and capability enhancement.
- Interpol has three broad global crime programmes: counter-terrorism, organised and emerging crime, and cybercrime

Mr Stock summarised some recent areas where Interpol had significant input in successful international policing operations which included the rescue of a young boy from a paedophile by Russian Special Forces late last year and locating two fugitives for parental abduction located in

Poland. Mr Stock advised that Interpol were working with the UK around the policing of the G6 and G7 events and their respective strategic security priorities and see the UK as fully embedded in Interpol's network. Mr Stock advised that the next step was to explore how the UK can extract the full value from this partnership following the key milestone of the UK's exit from the European Union and advised that Interpol are ideally placed to work with the UK as it re-assesses its internal security structures.

Mr Stock outlined some of the key challenges facing policing due to the borderless nature of crime and highlighted how Interpol can assist with enabling police forces to meet these challenges via the sharing of vital police data and information including nominal data on more than 225,000 records of known criminals, missing persons or dead bodies as well biometric data on fingerprints, DNA and facial recognition records. Mr Stock summarised that Interpol's tools and capabilities were at the disposal of UK policing and that Interpol were committed to improving those tools and capabilities to make them even more relevant.

Stephen Kavannah provided an overview of his role as Executive Director of Police Services at Interpol and advised that he was responsible for cyber crime, counter terrorism, organised emerging crime and global outreach. Mr Kavanagh stressed the critical role that Interpol plays to reduce harm and catch criminals at a local level. Mr Kavannah advised that one of the key areas to cover was to dispel myths and misunderstandings regarding the role of Interpol and advised how Interpol can assist Chief Constables to work with partners abroad, share critical operational and biometric data and to stop criminal activity across borders.

Mr Kavanagh stressed that Interpol do not investigate but support, connect and inform investigations by home forces. Interpol can assist in a wide range of police investigations and Mr Kavannah provided some examples of how Interpol has achieved this objective on a global level. Mr Kavannah stressed how crime is changing and communities are global communities with a global footprint which is key to crime investigation and protecting victims beyond conventional boundaries.

The Chair thanked Interpol colleagues for the helpful and informative input and opened up to questions from colleagues.

CC Thompson thanked colleagues for their input and asked if information could be shared regarding the variety of Interpol Alert notices so that this could be shared within force to assist with force audit and inspection.

AC Jukes asked how the UK could work better with EU states following EU exit on the use of SIS/Interpol Notices and engagement and influencing policy development in those 12 EU countries. Stephen Kavanagh updated on work being undertaken around the Interpol Senior Working Group to ensure wider understanding, support and engagement.

CC John Robins queried whether PIP accreditation of investigators and whether Interpol awareness processes and procedures are included within the national programme guidance. Mr Kavannagh advised that the ICCCs were assisting with embedding these skills and further work will be undertaken with the College of Policing to ensure this is picked up.

The Chair thanked Interpol for their input.

Action: NPCC Office to share both Interpol's presentations and overviews with all chiefs.

Action: Interpol to circulate to chiefs via NPCC an update on current Interpol processes and range of notices to help develop good learning and allow forces to take advantage of the opportunities made available.

Inclusion and Race Equality Programme Update

CC Sir Dave Thompson provided an update on the ongoing inclusion and race equality work:

- ISOB Chair position received 51 applications and 9 were shortlisted for interview which was very positive
- The team was largely finalised – it was currently short of a Chief Inspector Workstream Co-Ordinator post and Communications/Stakeholder lead
- Work was ongoing to ensure the Plan and Outcomes framework tally well
- First Programme Board meeting has taken place – exploring how we get a strong focus on the challenges faced by the black community alongside how shared challenges impact on other minority communities
- Consider focus of the programme that will be discussed further with the stakeholder group before coming back to Chiefs
- Ongoing work around public consultation on the plan – with some interesting feedback and challenge to consider around language use and programme focus
- Workstream update and will now start drawing up tangible actions
- 12 month anniversary of George Floyd death and developing communications regarding where policing is now

CC Thompson thanked Amanda Pearson and Hector McKoy for the work undertaken to date.

Bernie O'Reilly reiterated that the ISOB chair role response was very positive and policing needs to be in a position to provide the Chair with a strong product to scrutinise.

CC Garry Forsyth provided an update from the first stakeholder group which had reviewed the scope of the programme and included a facilitated event by the College of Policing to consider the outcomes. CC Forsyth provided an update from an external event that he had represented the NPCC

which resulted in some positive feedback from internal stakeholders. The Chair commented that he was encouraged by how this work was currently landing and felt that the calibre of the applicants for the ISOB chair role was very strong. The Chair advised that representation in the workforce being recruited by the Police uplift was a top priority.

Action: NPCC comms to share plans and key messaging in advance of George Floyd's anniversary with force comms and community engagement teams to assist plans locally.

Session 4

EU Exit (Part 2)

International Crime Coordination Centre – Law Enforcement Cooperation, ACRO Update and §23(1) Update

ACC Peter Ayling introduced himself as the NPCC lead for Brexit and international criminality. ACC Ayling provided an overview of the EU Exit transition activity with the agreement of the Trade and Cooperation Act on 24 December 2020 . They had been a relatively smooth transition however it did result in some areas of less capability alongside the fact that the impact of covid had resulted in a somewhat 'false start'.

ACC Ayling provided a summary of the role of the ICCC which was established to deliver Brexit for policing and to work with and support policy leads and partners to deliver a coherent national position and prepare for transition. ACC Ayling highlighted key ICCC delivery areas which included the development of an international app which provided support to frontline officers alongside a knowledge hub and national guidance packages. ACC Ayling provided a summary of the arrangements for extradition and the work of the National Extradition Unit to bring together policing's capability to deliver an efficient policing approach to extradition and there had been a good level of activity seen despite covid implications alongside delivering savings across policing in England and Wales.

ACC Ayling provided an update on work to explore the potential risks and gaps associated with the loss of SIS II. ACC Ayling highlighted a rising trend regarding the use of Interpol data and notices which assisted with mitigation around the loss of SIS II.

ACC Ayling provided an update on behalf of ACRO around the exchange of data and criminal records for the purposes of crime prevention and safeguarding. ACRO functionality concern had been around maintaining access to the system and this ability remains unchanged and early indications are that there are good levels of exchange with only a small drop in figures which were understood to be covid related.

ACC Ayling summarised that the full impact of EU Exit was not yet fully understood post covid and outlined some of the risks going forward (ensuring there is no loss of momentum post brexit, capability gaps with the loss of SIS II). ACC Ayling provided a summary of good news stories where the ICCC, working with partners, had delivered a fast and positive policing response. ACC Ayling outlined some of the activities being progressed by the ICCC to deliver new capabilities for policing which included developing a single mechanism for UK Law Enforcement users to access and share alerts alongside some of the challenges facing the ICCC including insecure future funding.

CC Gavin Stephens voiced his support for the update stressing the need to be clear around the associated governance structure.

CC Shaun Sawyer voiced his support for the proposals and raised 'non prosecution overseas' and queried if this was a CPS or law enforcement perspective. ACC Ayling highlighted some of the challenges regarding transferral of proceedings to and from other countries.

AC Louisa Rolfe queried the sustainability of funding and the potential risk around long term funding. AC Rolfe also highlighted Istanbul convention commitments that HMG have signed up in the Domestic Abuse Act. The Chair advised that the sustainability of funding has been raised strongly by policing via the Senior Steering Group.

CC Iain Livingstone stated the quality of the work led by the ICCS and ICB was extremely impressive and stressed that governance in this arena was crucial.

The Chair summarised the significant work that had been undertaken to prepare and manage EU Exit and the benefits it had delivered to policing.

Decision: Chiefs noted the update.

Day 2

The Chair introduced day 2 of Chief Constables Council meeting and formally thanked and bid farewell to CC Andy Marsh who is retiring as this will be his last Chief Constables Council meeting. The Chair continued that there will not be an update on the independent review chaired by Craig Mackie, however, Malcolm Graham (Police Scotland) will give a very brief update on behalf of the review team.

Malcolm Graham referenced the short paper that has been published with the revised Terms of Reference (ToR) offering background information on the independent review which Craig Mackie is chairing with Mary Callum (retired Director General from the Home Office) assisting. Police Scotland and The Scottish Police Authority will be covering the operational policing angle in terms of a recipient and provider of forensic services, with CC Gavin Stephens linking in with the NPCC Finance aspect. MG continued and emphasised three points:

- Thanking Chiefs' Council attendees for the feedback on the ToR which has largely been accommodated within the revised ToR. A couple of issues could not be included due to the timescale in place, like a comprehensive review of the spend to date across the transformation programme or the FCN.
- They are very keen to get as much involvement as possible and are setting up a number of workshops nationally to enable engagement.
- A short strategic high level paper will come back to July's Chief Constables Council with the key issues.

AC Matt Jukes commented, if there was the opportunity to learn from the forward look in the other programmes of change and note the lessons from other wider collaborations e.g. NPAS and FCN.

AC Louisa Rolfe made two points; firstly, if there is an opportunity to look at what is being delivered to date in terms of scale of investment. And, regards the finance model, if it was quite what needed to be looked at. Not, if the finance and governance needs to be linked but the contribution piece and

reflecting the different baseline and different starting points. There is a risk with the way funding works, that Forces with the capability will be making a bigger contribution with less benefit.

CC Serena Kennedy agreed with the previous point and the confidence moving forward in relation to delivery to date versus the spend moving forward if we don't look back.

Malcolm Graham responded to the various points; it has been clear from the outset when setting up the Terms of Reference (TOR) the wider issues of the context in which the Forensic Transformation Programme is happening has resonance across a number of programmes and it is beyond the scope of this work to draw that out and reference it, but it will not solve some of the systemic issues and something that requires further discussion. In terms of delivery to date and the starting point for Forces needs to be part of the review as they would like to produce something of added value to all Forces.

The Chair referred to AC Jukes' point and conversations with Craig Mackie about some of the questions that this will raise moving forward about how the current set up and structure prevents the programme from doing things in the preferred manner and is out of our capability to change.

Session 5

Forensics and Biometrics

CC James Vaughan began with an update on the Criminal Justice Action Plan and some of the pressure points around digital forensics which included; the excitement in Whitehall around the Criminal Justice work and No 10. wants to make some announcements in the coming weeks around the action plans and particularly Rape and Serious Sexual Offences (RASSO) work. Senior officials have been briefed and plans produced within the government without any real knowledge of digital forensics. CC James Vaughan stated, Policing has not supported and will not be held accountable for the plans.

CC James Vaughan continued, the position has moved towards allowing some announcements to be made, that digital forensics backlog is a chronic problem in the criminal justice system in particular Rape and Serious Sexual Offences (RASSO) with capability, capacity and quality issues around getting phones and devices analysed. Chiefs Council saw the Digital Forensics Science Strategy last year which is the strategic response to those problems. A request has been made to re-purpose some of the budget to attempt to deliver the following:

- Swapping out phones for vulnerable victims and good work around expanding the providers.
- CC Garry Forsyth in Bedfordshire has invested in some digital mobile technology – digivans. With some investment 12 digivans will be acquired nationally.
- Laptops described as digivan light with the capacity and opportunity to offer better triage at scenes of executive action and warrants to help minimise the use of multiple devices. 100 of the laptops will be made available to Forces.
- Kiosk technology which is used to make a quick download of a phone is already available to some Forces. 50 additional kiosks will be available where Forces want to try them as a pilot.
- Areas with network bandwidth issues will be provided with additional investment to help boost network bandwidth. This will go out with a specific commitment, criteria and quality regime.

AC Nick Ephgrave shared the view and experience of CC James Vaughan and his team adding, one of the driving points for the government around Digital Forensics is giving the mobile phone of the victim back on the day of the incident, which is unlikely. The answer is not about capacity on its own and the digivans being seen as the answer which won't be the case and mobility won't be an issue certainly in Rape and Serious Sexual Offences (RASSO) cases, as it can take days/weeks before reasonable lines of enquiry are apparent. And, agrees in more general cases triage at the scene of the incident is a benefit but not sure it is widely seen like that and requires clarity with politicians as expectations will not be met. In terms of digivans, stating hundreds of Digivans are required across the country to be really effective.

CC Chris Rowley supported AC Ephgrave's points, adding with regards to Digivans the best in market they have seen is in Cheshire, the Met Police and West Yorkshire which he would advocate as an example of the good work being carried out. CC Rowley continued, there will be a cultural issue as the Digital Forensics units will not want to use them and go out to scenes/incidents and Digivans with the additional kit available will help significantly reduce the backlogs.

AC Louisa Rolfe appreciated the pressures facing the portfolio and made the point of being clear on the problem which is trying to be fixed. Whilst the equipment will reduce backlogs, the government are focussing on Rape and Serious Sexual Offences (RASSO) cases. Adding, the Digivans will address the backlog issue but not the Rape and Serious Sexual Offences (RASSO) and seeking assurance that this message will be made clear with the government. AC Rolfe made the point that Digivans will be work well for some but necessarily everyone. With regards the cultural issue raised by CC Rowley it will also be a resource issue as the Digital Forensics Units may not then be available to carry out other required work, and understanding how to get economies to scale, as a quick solution may look impressive but may lead to looking back in 12 months and questioning what was achieved.

The Chair reassured the group that the points raised have been repeatedly made and are continually pushing back and making exactly those points. Much of this is about the government having an announceable issue which may look attractive to the public.

CC James Vaughan agreed with all the points raised and concluded; a 5 million pound one off spend will not fix this and has been clear with senior officials regarding accountability as this is not going to deliver huge performances soon. Finances are being repurposed against what will work to an announceable item for the government, offering marginal gains. Making a final point that central funding is not possible as this rewards Forces for not investing in this area. Looking to find a way that rewards innovation and allows some Forces to be fast followers on good technology, making the best use and fairest allocation of the resources.

CC Jeremy Vaughan gave a slide presentation update with assistance from ACC Mark Travers and Chief Inspector Scott Lloyd on Facial Recognition Technology with the main point being the collective ambition to roll out and implement Facial Recognition Technology nationally.

The main points from the presentation:

- Since 2017 it has been increasingly used in local Policing with two main uses; firstly, retrospective use which is non controversial which is very effective and currently in use. Secondly, Live Facial Recognition (LRF) implemented by vans in the street with a watch list and database viewing the public for any matches. This particular use has been subject to some legal challenge.
- Governance – CC Jeremy Vaughan shared a slide showing the governance structure.
- The regulatory framework and absence of a framework has raised some issues including; the Home Office suggesting Policing has not described what it requires and Policing suggesting the Home Office lacks a clear framework.
- Public Sector Equality Duty – South Wales Police (SWP) subject to legal scrutiny of Live Facial Recognition (LRF). With a Judicial Review in May 2019 which SWP were successful on all grounds. This was taken to the court of appeal in July 2020 and stated that LFR with regards to Public Sector Equality Duty, ‘.....all police forces that intend to use it in the future would wish to satisfy themselves that everything reasonable which could be done had been done in order to make sure that the software used does not have a racial or gender bias’. R (Bridges)-v-CC South Wales & ors
- There has been high level amendments to LFR and The College of Policing (CoP) have issued guidance subject to consultation.

CC Jeremy Vaughan handed over to CI Scott Lloyd who gave an update on LFR ‘Here and Now’ which included; SWP using the technology on over 60 occasions and will play significant role in protecting the most vulnerable and bringing offenders to justice quicker. LFR can be used anywhere in compliance with the CoP APP guidance and ‘Bridges Judgement’. Forces will be on very safe ground if they refer to the LFR College of Policing APP guidance when using the technology. The learning taken from using LFR has enabled the team to refine the technology which is currently incredibly accurate. CI Scott Lloyd, gave an example using a ‘SlipKnot’ concert showing figures, results and financial benefits when successfully deploying LFR technology at the event. Adding, LFR has had a preventative effective on other future events which may have been targeted.

CI Scott Lloyd continued to give an update on the Retrospective Facial Recognition (RFR) use of the technology which included the following points; since deploying RFR technology it has produced almost 3000 positive identifications. Prior to using the technology it took approximately 10 days to positively identify an individual which has now been reduced to less than 5 minutes and serves well for future offending as it stores the specific data of offenders. RFR works very well within local Policing as it provides cutting edge technology with very good processes already in place, leading to very good returns.

ACC Mark Travers added, the portfolio would like to frame the technology for everyday use and not just major events. Using a number of cases as evidential examples of the success rate of using RFR, and fast time capability in terms of identifying and arresting offenders. Giving a fast response for victims, reducing investigation demand, early improved evidence capture and reducing risks for future victims.

ACC Mark Travers handed back to CI Scott Lloyd, updating the group on the future of Facial Recognition Technology (FRT), pointing out the amended NPCC Facial Recognition Technology (FRT) Governance which will help focus and streamline FRT as a Biometric lead to the Biometric Board. Detailing a 3-5 year strategy of what Policing would require and look like in the future. The work

with the Home Office to deliver some elements of FRT nationally which will not appear soon, and implores Chiefs to work on a local/regional level particularly around Retrospective Facial Recognition (RFR) which will provide huge benefits. CI Scott Lloyd continued, with the continuing improved accuracy of Facial Recognition Technology (FRT) it may move with validation from an intelligence return to evidential return. Furthermore, understanding the relationship between Public/Private Sector and Covert use, trialling it officer initiated on mobile phone cameras and if in the right 'pot' will provide a correct identity 100% of the time.

CI Scott Lloyd concluded by highlighting the four building blocks for Forces;

- Identify SRO
- ICT involvement – FRT can be virtual (not server based) if necessary, bringing in ICT early to understand individual Force requirements will be important.
- Information Management – bringing in Data Protection Officer to look at how and where data is processed and distil everything to a minimum. Adding it to local processes and making it as easy as possible for Officers.
- Consider how Forces want to integrate to existing systems.

CC Jeremy Vaughan mentioned a series of up coming support workshops for Facial Recognition Technology (FRT) and suggested trying to avoid having 40 different; procurement exercises in algorithm, ways of developing processes, and use some of the funding from the National Biometric Business Support Function. And, build a central infrastructure which will be supported in its implementation and roll out on a national and regional basis. There is a recommendation coming out of HMIC that FRT is used more which is supported by CC Jeremy Vaughan adding, Retrospective Facial Recognition (RFR) is a good starting point for Forces.

AC Neil Basu raised a point, saying there is a moment in time here due to the Protect Duty Consultation and how they can be used more effectively and more if a voice in government. It could get traction from Homeland Security and would like the Biometrics Committees to respond to the Protect Duty Consultation stating this is a major step forward in security and particularly in Counter Terrorism.

CC Thompson commented, it makes sense to approach this nationally and move in a sensible coherent way. Having a very clear business case is the next step and come up with a commercial strategy around it and get BlueLight engaged with this work.

CC Robins agreed with CC Thompson's point and clarity on the next steps and how everyone can assist.

Dep. Cmsr. Sir Stephen House gave credit to South Wales Police for pushing the work forward and asked around the Bridges – Judicial Review findings and asked how we fully understand and know the inner workings of the technology moving forward.

DCC Amanda Blakeman made the point, working very closely and linking in with Police National Database (PND) that it hasn't been deployed because the algorithm hasn't worked effectively. DCC Blakeman has prioritised that on the road map for PND and working on it now, so we can see how PND will support it and close the gap.

AC Matt Jukes commented, CI Scott Lloyd has been an incredibly informed engine of this work and part of what he has helped with is the PCC in South Wales and with a lot of new PCCs currently and some anxiety around this technology whether something could be presented at a future APCC conference to showcase the technology.

CC Jeremy Vaughan responded to the points raised which included; on Counter Terrorism (CT) he will take away the Protect Duty Consultation point and Lindsey Chiswick (Facial Recognition Technology Board, Chair) is engaged in the development of the national strategy and currently they have not fully understood the role of FRT in the Counter Terrorism space and undertaken to have a strategy in place by the end of summer. The use of FRT in a private setting is potentially more problematic but is something that will continue to be explored. With regards to Bluelight Commercial, it is an area the leads will help navigate and the development of any business case.

CI Scott Lloyd responded, with regards to the question from Dep. Cmsr. House. Understanding what is in the black box will never really be understood anytime soon and the suppliers will say they can't really tell us. If that is the position Policing will go back to the supplier to look at demographic variance and acceptable margins and better understand the technology to mitigate against any bias by the human. Furthermore, to look at the community it is being pointed towards i.e. what does the watch list look like and subsequently the community it is directed towards, and to then understand any variants and the accuracy. The FRT strategy will help look at this particular point and ask if it is reasonable as algorithms and softwares changes, to do the legwork locally on all Forces, which it probably is not and a better way to do it, which the FRT strategy will help solve.

CC Jeremy Vaughan responded to the point by AC Matt Jukes. CC Vaughan would be happy to attend the APCC conference. Adding, there is a question about operational independence and we should get on with it. Also, the public conversation is more live in some areas than others and the more the use of FRT rolls out the more conversations will be had with local media and stakeholders.

The Chair concluded that there is lots of support for the approach and suggested doing the work now to build that plan and arranging a further meeting with Council for approval. Adding, there is an opportunity here for Forces to get aligned and coordinated in advance. Furthermore, using the Chief Scientific Officer in relation to the black box issue and demonstrate what we are doing.

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

Decision: Chiefs noted the update welcomed the review.

Action: Review team to link in with IMORCC.

Action: Review team would look to produce briefing as part of the review on the scale of investment already made and share with chiefs.

Biometrics Update

Decision: Chiefs noted the update and supported drawing up a national plan for implementation.

Action: Draft APP guidance out for consultation to be shared with chiefs for feedback.

Digital Forensics Criminal Justice Plan Update

Decision: Chiefs noted the update.

Action: NPCC Lead to write out to chiefs on pilot.

Session 6

Overview of Local Policing and Core Deliverables

CC Olivia Pinkney introduced the session commenting with regards to Local Policing Coordination Committee the past year has put things around confidence, contact, responsiveness and engagement on a very different footing. The whole legitimacy and daily fight reducing crime and vulnerability is largely delivered by local policing people and capabilities, and the more often than not the gateway to all other policing services. Adding, 80% of policing demand is received and dealt with by response, neighbourhood and contact management. Local Policing moves on quickly and there is some evidence based brilliant things happening on our behalf and Council should take an active interest.

CC Pinkney continued, a large number of new PCC's are elected recently on local policing issues and the new NPCC Hub will help the new PCC's in what they do and their confidence in the police. Local Policing has a voice and collates evidence and feedback across a whole strata of policy change and structure across sectors not just law enforcement. Local Policing Coordination Committee is heard and trusted and would encourage Forces to use the portfolio. There is a detailed published delivery plan, 10 portfolios have set objectives aligned with the APCC business plan and are looking forward to presenting to the new PCC's. Today is about the front end of policing; contact management, social media and single on line home and how they are revolving with societal trends. And finally, the progress with neighbourhood guidelines.

ACC Alan Todd gave an update using a Powerpoint slide on National Contact Management which included;

- Sharing a slide with the current landscape. A vast majority of forces and services across the UK are contributors to the national contact management steering group, it is a knowledge sharing group and would encourage contact leads in that space.
- Refreshed the original Contact Management Strategy and introduced the National Contact Management Principles and Practices.
- Emergency Contact and Non Emergency Contact - with collaboration across all work streams, a plan for the here and now and future, which is a useful reference point for people to see the direction, content and contacts.
- Sharing a slide showing the progress made, adding Single Online Home will detail the progress that is being made and the distance travelled to date.
- The crossover between Contact Management, Engagement and Communications – the key takeaway to consider is these business areas will merge over time and we're now developing a multi-dimensional channel with a large crossover.
- 999 Call volumes to Police – the traditional end of business is the phone line, which hasn't gone away and remains a core of the business. Sharing slides highlighting the challenges and factors within this space.

- The final slide shared considerations for Chiefs which included; Contact Management (CM) in the Service Delivery System, User vs System, CM as Demand Management, Assumptions on Resourcing, Quality vs Quantity, Transactional vs Complexity and National vs Local.

CC Olivia Pinkney added with regards to data collection and viewing there is the quarterly board meeting and NPCC Central Hub will help in many of those areas.

ACC Alan Todd responded to a question regards automation and 27/4 nature of non-emergency contact and the current situation; Automation on the 101 digital side is probably best addressed by the Single Online Home piece. There has been debate about 101 on the phoneline being made available 24/7 and is a key decision to be made moving forward. Having all channels available all the time is not sustainable and the most effective structure needs to be designed.

AC Louisa Rolfe asked about the Robot deployed in West Midlands Police and wondered if there was scope for more sharing of best practices and all the digital options which would be really beneficial.

ACC Alan Todd responded, the Lancashire Police model is really useful. By use of automation and voice recognition technology have a really granular understanding of demand coming in and if you're going to deploy robotics and automation you need a clear understanding of what you are dealing with and how you want to deal with it.

DCC Will Kerr commented that there is a struggle in Police Scotland around getting 32 local authorities with aligned digital portals and is there anywhere that is doing it well to borrow with pride ideas and suggestions. ACC Alan Todd responded, currently there is not a place that is able to provide that support. If you can merge healthcare into that space about 45% of 999 calls go to ambulance. The biggest crossover is policing and health and a joint decision making model is something of Utopia with no strategic work going on currently to make it a better place.

CC Chris Rowley, adding from Humberside Police looking at 'Right Care, Right Person' work based around the Hampshire Police model there are some real opportunities to join this up and reduce the demand on the service. In Humberside Police the early indications are they have saved 12,000 front line officer hours by saying no and taking robust legal advice and would suggest looking at Humberside and see what they are doing over there.

CC Jo Farrell asked if this issue will feature in the PCC briefing and is something PCC's need to mobilise themselves. At the last NPCC and APCC Joint Summit there was a presentation around the A&E version and mental health issues, adding all the same issue will emerge in greater volume given the impact of the pandemic. CC Olivia Pinkney thanked CC Farrell and responded that there is an opportunity in the briefing and they will make a note of it.

CC Simon Cole updated the group on Single Online Homes (SOH) with a PowerPoint presentation which included;

- This programme of work is on time and within budget with the Home Office being very supportive, have a 13 million pound for this year and a condition of the grant is a monthly board with MPS hosting, MOPAC, APCC and NPCC.
- In 2016 got swamped with interest from Forces. From February this year to last year there are double the submission of forms covering 63% population of England and Wales.

- Forces with SOH have seen a reduction in 101 volumes. Some of this does go across the Covid period so pattern may not be typical.
- With regard to total demand, it is the same but the channels are shifting. Contact processing time is varied between forces and have developed a consistency based best practice model.
- Services overview – there are early adopters wanting to see an evolving product, newer customers have a pretty slick operation and Forces still prospecting with and deciding best time to go on, if at all.
- This is not just crime recording – With demand/volume services now mostly covered, high-harm/complex development, piloting and rollout is now underway.
- 40 Forces have the Covid-19 service including 16 non-SOH Forces through police.uk. There is significant political interest in this work and HMI are also trying to look at how the put through of service is dealt with by Forces within their inspection programmes.
- The Intergration Hub is very important and making significant progress, as it will enable what is reported to be imported straight on to the system.

CC Olivia Pinkney thanked CC Cole and introduced CC Gavin Stephens to update Chiefs using a PowerPoint presentation on Social Media which included;

- Learning there is an overlap between Contact Management, Corporate Communications and Local Policing and work carried out to highlight where you get a response from.
- A strategy has been set out to link in with the Policing 2025 and National Contact Management Strategy and the Digital Strategy. There are two sides, firstly, would like the community to have choice for their route of engagement and secondly, have the skills to make use of social media to build on trust and confidence in communities.
- From the recent survey published and one of the most important issues is getting away from the Police ‘twittersphere’. In the survey 1 in 5 thought Policing posted too much on twitter that didn’t interest them, Policing needs to get away from follower numbers and communities expect a response via social media and if not received there is a reduction in trust and confidence levels.
- Digital Estate Strategy – the more accounts on various platforms you have the harder it is to manage them. Typically Forces have got corporate service wide accounts, broken down into local boroughs or teams and go hyper local at neighbourhood level. There are risks around un-managed accounts and having a management structure around this is important.
- European Electronic Communications Code (EECC) - key thing which has been adopted by UK law is there may be a requirement for providers to offer access to emergency contact.
- With regards to interacting with the public on their preferred channel. There is the need to ensure when contacting the police you are getting a professional response preferably 24/7.
- Digital desk – Implementation of a model which joins up contact management, corporate communications and local policing.
- Social Media Management Platform (SMMP) enables Forces to manage the contact and Forces have requested an national framework to deal with this.
- Social Media National Procurement Framework – Is available to all Forces, all national standards expected are included and it is consistent with the Target Operating Model (TOM). And, supports forces with any future decisions relating to European Electronic Communications Code (EECC).
- National Picture – 8 Forces already on-boarded with TOM, 6 Forces working towards full implementation and 9 Forces conducting formal scoping exercise. CC Stephens is hoping the presentation will generate more interest.

CC Olivia Pinkney reflected there is a real opportunity as we move to the NPCC Strategic Hub to see a change in capacity and really embrace this kind of working across Policing.

CC Shaun Sawyer commented, it didn't land well with the business level of his organisation but hearing the presentation can really see the value and benefits and will go back and have another conversation around this topic.

CC Gavin Stephens added, when the social media communication traffic is analysed it is often internal or semi internal and not community based and the structure has helped allow Forces to have a voice within their local community with properly managed and audited accounts.

CC Garry Forsyth asked about personal and professional accounts with good content and significant following and if they been accommodated in this model? CC Gavin Stephens responded, there is nothing in the structure that prevents anyone having individual named accounts but suggests giving them protection from the Force as it can a difficult space.

CC Lisa Winward thanked CC Stephens for his recent help, adding with regards to a recent issue there was a limited number of voices on social media wanting to silence officers, so getting the national data and stance was important. And, Officers and Staff now feel secure and supported as they can feel huge amounts of pressure when they have high profile accounts and there is an expectation of immediate responses from the public.

CC Claire Parmenter shared a couple of observations; Dyfed-Powys Police launched a Digital Desk during Covid-19 and did not expect the new demand and picked up a lot of hidden demand i.e. young people who were happy to contact through social media and may not have made a call. Although, there has been some initial difficulties they are really beginning to see the benefits.

CC Serena Kennedy updated Chiefs on NPCC Response Policing with a PowerPoint presentation with the following main points;

- There is a group of about 50 practitioners with most of Forces are represented and ACC's who lead Response Policing know who they are, as a letter was sent to ACC's letting them know who was representing them.
- There is a broad range of response officers including newer officers with under 4 years experience and career response officers and are overwhelming proud of being response officers, recognising they are the first point of contact to the majority of the public in a traumatic situation.
- Some of the issues raised by the Response Officer group included; their resilience and the impact of the nature of things they are dealing with, and recognition of the impact on their resilience. The need for more diffusing and debriefing accessed trim. The feeling some supervisors were going through the motions and wanting more support at the end of a particularly difficult run of shifts. Recognising them as specialists as they probably need more skills and use many specialisms combined, many feel they have not had any CPD and were not given the information they needed, a lack of reward and recognition locally and nationally and the negative internal perception and language around response policing. Although a largely negative picture has been portrayed they are incredibly proud of taking on the role of Response Officers.

CC Kennedy gave an overview using PowerPoint slides of the priorities, development to date and next steps of the three work streams; Operational Influence, Professional Development and Wellbeing and Resilience. Each with senior level support to the work stream leads.

- Wellbeing and Resilience priorities; To understand and assess wellbeing and resilience of Response Policing and the development of bespoke Response Policing wellbeing initiatives with assessment of the improvement through the National Wellbeing Survey.
- Development to date included; Development of a practitioner and senior manager forum to understand the reality of wellbeing and resilience issue and Response Policing National Week of Action for Wellbeing & Resilience.
- The next steps included; Continued Practitioner & Manager Wellbeing Engagement, evidence based for Wellbeing & Resilience development, bespoke Wellbeing Toolkit for Response Policing and recognition & celebration of Response Policing.
- Professional Development priorities; Improve the recognition, awareness and status of Response Policing and creation of learning activity to enhance Response Policing. Development to date included; working collaboratively with the College of Policing, developed a Practitioner CPD Evidence Base with working parties and surveys to understand the needs and the creation of a bespoke Response Policing CPD resource webpage through the College of Police. The next steps included; Continued identification of on-going wider development gaps & needs, progression of a permanent centralised webpage for response policing CPD & resources and development of Response Policing 'How to Guides' in bite sized video content.
- Operational Influence priorities; Identify key areas of operational influence to develop best practice and evidence of Response Policing's operational influence to be widely recognised and established across all aspects of policing and interdependent NPCC portfolios. Development to date included; exploration of proactive engagement with key NPCC Portfolios to influence operational policy. The next steps included; Influence with the wider NPCC Portfolios i.e. Mental Health, Violence & Public Protection, Domestic Abuse, Missing Persons and Demonstrating impact to front line.

CC Kennedy continued, having a group of 50 practitioners and senior leaders has got around quickly and we are getting contacted by other NPCC leads. The engagement has been good and they have felt valued as a group with good representation from across the country.

CC Olivia Pinkney reflected on the point saying Response Policing is a different world to when most Chiefs may have started in Response Policing and they are masters and mistresses of all trades, the amount of skill and risk management which is placed upon them and how young in service they are.

CC Jo Farrell asked if the DHEP and PDCA learning is being picked up in the Response Policing portfolio. CC Kennedy responded and mentioned conversations with the College of Policing starting around resilience module and building it into the PQF framework. CC Farrell added, there is a sound foundation in Response Policing and the offering to new recruits is now better than maybe some of our officers who have a number of years experience. As there has been more investment the learning and value can surely push across to them in this learning piece. CC Kennedy agreed adding

this has been fed back from career Response Officers and is an area that is being picked up with the College of Policing.

CC Alan Pughley, thanked the team for a brilliant presentation and reinforced the expert and specialism view. Giving an number of examples of how it is a specialism and sharing the his Forces' method of recognition which is they do not routinely give out whistles as part of the uniform but after 5 years they get presented with a whistle which they wear with pride.

CC BJ Harrington gave the view on the changing world of Response Policing and the focus on investigation and the 'Golden Hour' saying for a long period it has been said either you're a response officer, neighbourhood officer or you are an investigator. Looking at the 'word cloud' in the slide, how much expectation is set on the investigation and reassurance on how we do that and how we support Response Policing in that space. CC Kennedy responded that the Superintendent working with the College of Policing is from a investigation background and is incorporating that with the College of Policing.

CC Shaun Sawyer gave a reflection on issues with firearms officers which meets with response officers and wonders with the uplift looking at response in the same way and building in shift patterns respite, training and the skill set, with minimum accreditation levels you build into the plan. The officer numbers are higher in Response Policing and more of a task to implement but it may help with complaints, burn out and public confidence. Adding, we need to do something meaningful for 21st century Response Officers. CC Kennedy agreed saying that is a place they would like to get to through the work being done.

CC Olivia Pinkney introduced CC Claire Parmenter to update Chiefs on the Neighbourhood Policing guidelines which were set up for consistency and there has been three tranches around this; 2018 - Forces carried out initial readiness assessments. 2019 - A mid-project set of assessments took place to measure how far forces had come from the readiness assessments. All areas see improvements from readiness assessments but still gaps exist. 2020 - Final peer assessments involved 41 out of 43 forces (33 submitted returns by the deadline). The results of which have now been analysed and a final report being prepared.

CC Parmenter presented and provided an overview of the findings with pleasing wide scale adoption of the guidelines. Adding, there is an improving picture in all areas but with work to do to get consistency on specific points, outlined in the presentation;

- Community engagement - Covid has forced increased online engagement. Challenge now as to how this is sustained and compliments face to face activity. Need to continue transition from broadcast engagement to two-way.
- Analytical capability - data literacy and use of bespoke software is increasing and improving how we target activity and work with partners – more consistent approach needed.
- Promoting the right culture - Recognition of Neighbour Hood Policing (NHP) as a specialism – many within the role don't feel it is appreciated and felt they were a dumping ground.
- Abstractions - Re-affirmation of abstraction policies to allow Neighbourhood officers to engage, problem solve and target activity – half of forces had no policy.
- Developing officers staff and volunteers - Consistency of training – low evidence of specific NH training. Options do exist – College of Policing accredited Welsh NHP course available.
- Problem solving – Usage increasing but still inconsistencies between OSARA/NDM and how the process is applied – partners and community involvement in particular.

- Targeting activity- large scale evidence of forces understanding their communities through mapping exercises, either already taken place, in progress or being planned.
- Performance frameworks – NHP has long struggled with measuring its work. This continues to be a challenge, again, with localised solutions in areas. There will be future scrutiny on NHP given the investment made through Op Uplift – consistent measures required.

CC Parmentor highlighted Neighbourhood Policing (NHP) funding within Forces, stating some Forces have planned to put additional funding and all had made some investment into NHP which included training investment, the number of Officers on NHP and specialisms such as problem solving hubs, professional tactical advisors for crime prevention, alongside linking in with other related coordination committees ensuring there is no duplication of effort and a synergy of delivery plans. Adding, in terms of rural areas amongst Forces and their Rural Crime teams linking into the NHP structure which is positive.

CC Parmenter talked about the threats to Neighbourhood Policing, Forces were asked their views on the strategic threats to Neighbourhood Policing at a national, force and local level and highlighted;

- Increasing and changing demands on policing alongside decreases in funding.
- Decreasing funding for partner agencies and anticipated impact.
- The reduction in PCSO numbers in Forces and subsequently will be re-vamping the PCSO handbook post Covid to understand what can be taken from that period to further enhance the role of PCSO.

CC Olivia Pinkney answered a question on how a balance is achieved between rural and urban Neighbourhood Policing, as the work is very different in both areas and how that is reflected. CC Parmenter responded that it is down to individual Forces and where they think their risks are and professional problem solving mentioned earlier is exactly that; the intergration with the relevant specialisms in that area. Adding, a practitioner group with work stream leads will be helpful in picking up issues in some of these areas.

CC Thompson commented, this is back to how the standards evolved. With a concern the inspectorate tend to look at a specific kind of a way of working and some of the things Policing does is quite different. Getting the point but as long as the standards of work evolve and optics are available to look at. CC Parmenter agreed adding, a refresh of the standards is going to be beneficial, with every Force represented with views and challenges of Policing across the UK. There are talks taking place with HMICFRS as one model can't work for all of Policing.

CC Parmenter continued discussing the next steps which included;

- To feedback current peer review results and feedback to Neighbourhood Policing (NHP) national leads.
- Consult on what they now need to build on the successful implementation of NHP guidelines and to support the effective delivery of NHP moving forward.
- Network and work closely with other NPCC portfolio leads to enhance NHP delivery.
- Map existing NP performance strategies / systems with a view to explore introduction of high level framework which could be tailored for local use. Consider utilising academic or consultancy support.

- Map data analytic systems currently used by NHP to drive top three NHP guidelines (engaging communities, solving problems and targeting activity).
- Further develop and enhance NHP CPD and support via NHP & national PCSO working groups.

CC Olivia Pinkney thanked CC Parmenter and responded to the following points raised in the chat bar. Neighbourhood crime is short-hand for certain crime categories and the opportunity in the autumn to focus on that and steer what success looks like. And around ASB prevention, at the last Chief Constables Council work was commissioned and at the end of June is a meeting looking at prevention, problem solving and ASB and public health approach and work out what it all means and will come back via CC Alan Pughsley's Coordination Committee later in the year. At the next Chief Constables Council there is a focus on Mental Health and Public Health which is part of a connected overview.

National Contact Management

Decision: Chiefs noted the update.

Action: Explore and share 999 and 101 data beyond contact management board with chiefs.

Action: Briefing to be shared with all chiefs on contact management work.

Social Media and Policing

Decision: Chiefs noted the social media procurement framework on slide 10 which is available to forces now.

Action: Police.uk to be explored by the wider NPCC coordination committees and comms team for use.

Response Policing

Decision: Chiefs supported next steps on wellbeing and resilience, professional development and operational influence.

Neighbourhood Policing

Decision: Chiefs supported the next steps.

Session 7

Criminal Justice Recovery Plan

AC Nick Ephgrave introduced the session and stated the purpose of the session is to update the Chiefs on activity over the last few months, how their views are being represented and the challenges that are being faced.

AC Nick Ephgrave highlighted the following points with a PowerPoint presentation:

- A number of new governance structures have been put in place in the last 2-3 months that are aimed at driving significant change in Criminal Justice practice and process. This grew out of the desire to deal with Court backlogs but grew wider around rape and disclosure.
- This is a huge opportunity to gain some leverage, get some significant change and interest from those that can make a difference.
- In terms of the new structure that exists – the Criminal Justice Board is a big group and hard to get everyone's views heard. Subsequently, a new sub set of the Criminal Justice Board has been created called the Criminal Justice Executive Group which maintains oversight over two action groups (Criminal Justice Taskforce and Criminal Justice Action Group) created as part of this recent activity, this is all overseen by the National Economic Recovery Taskforce which is all quite complicated and difficult to understand the hierarchy.
- Criminal Justice Taskforce and Criminal Justice Action Group are the two most important to Policing; the CJ Taskforce primary focus is RaSSO and what needs to be done to improve the number of cases brought to trial. There is a tension between quantity and quality that needs to be addressed and trying to meet the aspirations of the CJ Taskforce chair is going to be a tough ask. Much activity of the taskforce is captured in Operation Bluestone and National Action on Rape led by Sarah Crew, which the CJ Taskforce is using and potentially rebranding.
- The CJ Action Group - this group has a broader focus than the CJ Taskforce, looking at broader things in the system and created a draft CJ action plan consisting of 5 thematic; improving timeliness, improving victim engagement, reducing the number of overall outstanding cases, bearing down on rape actions and creating a CJS score card which is end to end. The expectations are high of what can be achieved with a lot of ideas put together to create the CJ action plan which is still at draft stage.

AC Ephgrave shared a slide with a summary of a draft proposed CJ implementation plan picking out some of the elements of interest to Chiefs; increasing capacity in digital forensics, case progression commitment, improved access to third party material, legislation change – data extraction plus Code of Practice, retain and expand Nightingale Courts, RaSSO Joint National Action Plan, publish Rape Review and Policy Action Plan and CJS Scorecard and Data Improvement. Adding, all of this is happening at enormous speed and it isn't possible to get a full set of views all of the time. It is a difficult operating environment and a lot of expectation. There is currently positive energy and commitment in this area which as practitioner's can direct focus on what will make a difference.

CC Olivia Pinkney raised a question, on what has been on the list for a while and what progress has been made or if it is, how it is, around certain aspects of the CJ system or the tide is turning, sighting independence of delivery and independence of system. AC Ephgrave responded, the single biggest element is the Judiciary controlling how cases progress through their courts and decide on prioritisation. Much of the issue around backlogs has to involve the Judiciary and they do have significant concerns. Adding, the system only works if defence solicitors and the Bar Association are willing to cooperate and one of the biggest blockers realised in progressing the work, is the early engagement to effectively progress a case. The Legal Aid provisions do not re-numerate solicitors for having consultations for early engagement, so they are not doing it. The advantage of this aspect is being able to highlight and drive this issue with ministers to address.

CC Jo Farrell added in relation to the Legal Aid point made by AC Ephgrave and mentioned being part of a consultation event with Sir Christopher Bellamy who is doing the work for the Ministry of Justice

and one of the pieces discussed was Local Criminal Justice Boards (LCJB) needs some link in with the defence community, other than in London there is no mechanism and talking on behalf of the LCJB issues and points raised. Urging Chiefs to reiterate the point if possible to Sir Bellamy, on how it operates on a tactical level but also as a partnership across the system.

CC James Vaughan thanked AC Ephgrave for fielding a lot of this pressure and asked whether Chiefs as a group could do more to support the Criminal Justice portfolio and suggested a regular 30 minutes meeting to share information and ideas. AC Ephgrave agreed saying it would be really helpful and mentioned a CPS Police forum meeting which could be re-purposed to accommodate this suggestion.

CC Nick Dean asked for clarity on the timeliness aspect, if it is across all crime types or if the focus is on RaSSO and Domestic Abuse. AC Ephgrave replied that it started with RaSSO but in the current iteration it doesn't specify and thinks the whole aspiration is to speed it up and not just focus on RaSSO.

CC Harrington thanked AC Ephgrave as it demonstrates Chiefs having sight of this in a joined up way and asked around new PCCs many chairing local CJ boards; how much are they involved and how much with Policing influence are they aware they can make a real difference with partners and driving through the action plans. AC Ephgrave responded, from a CJ perspective there has been a falling away of engagement with David Lloyd who used to lead on APCC for CJ and very big expectation that PCCs will drive this from the government. NPCC chair added, there is always a reluctance to bring PCCs into this space but recognise LCJBs are chaired by PCCs or equivalent and Policing has to keep pushing with them. CC Harrington added the need to be really clear with PCCs about the set expectations to help Policing as some of the plans cannot be delivered without PCC support.

CC Craig Guildford asked if as a collective, something could be produced adding everyone's voice around incentivising the defence, if there is one thing that is going to reduce timeliness is the first early engagement. Also, regards timeliness in charging, the pendulum in what the CPS charge versus what the Police charge could have a positive impact on timeliness if the system was able to take more of a risk and put a bit more back on the custody sergeant. And around sentencing, and incentives for sentencing and to get people over the line whilst we have backlogs. AC Ephgrave responded that it has been put verbally to the minister and can be followed with a letter reiterating the point.

CC Lisa Winward commented there is a huge risk of police being blamed for lack of progress in this arena. With a number of new PCCs they have the opportunity to ask difficult questions and this is a good moment to get into the PCCs early and for them to push on the behalf of Policing. NPCC chair agreed adding it is very difficult and they are all making those points and making things very clear.

CC Alan Pughsley mentioned two things that have helped in his Force; CC Pughsley has declared it an on-going critical incident with that definition it attracts interest from a wider scope and what worked particularly in the wider role of Policing and Crime Commissioner Matthew Scott now chairs the Local Criminal Justice Board, so it has had an impact and the Court has moved to zero Nightingale Courts to have 3 Courts running in addition. CC Jo Farrell added, Chiefs have all got a part to play at a local level and more broadly and new requirements around redactions, pre-charge schedule, and disclosure with good reasons around that but one of the reasons that partners would say is, better quality at the front end would get a better outcome. With the need in time, to examine the data and ask what the better outcomes are, as there is a huge investment and resource in this from Policing.

AC Ephgrave agreed that it was a really good point and effort at the beginning should speed things up at the other end. There is an element of wasted work as the CPS won't charge but this might encourage braver decisions to highlight cases that will not go further. Continuing, redaction is a problem and the coordination committee has used this interest in Criminal Justice to further discuss redaction and suggested a change which will help save time for Officers when preparing a case.

AC Ephgrave introduced Cmdr. Alison Hedari to discuss Out of Court Disposals from the regional papers. Cmdr. Hedari updated the group using a PowerPoint presentation which included the following points:

- What is changing? - The strategic vision set out in 2017 put forward a two tier framework; Diversionary Caution (Upper Tier) and Community Resolution (Lower Tier)
- Police, Crime, Sentencing & Courts Bill 2021 Two Tier (Plus+) Framework; Diversionary Caution (Upper Tier), Community Caution (Lower Tier) and the Ministry of Justice have said it is up to Forces whether they want to keep Community Resolutions.
- The slide shows 63% of Forces in support of the paper, 35% supported option 2 over option 3 and 8 Forces did not support the paper.
- Not supported summary included; concern that the new names will be too confusing for officers, change fatigue, clarity needed between the Upper & Lower Tiers, lack of parity between Adult OOCs and Youth OOCs and why is the change necessary?
- The subsequent mitigating action taken included; An amendment has been submitted to change the Upper Tier name back to Conditional Caution, and are awaiting result, meetings have begun with College of Policing, and Forces to understand 'the problem' so that we can provide clear and consistent training/guidance to officers and remove confusion. Ambition is to begin training and comms strategy as early as possible to ease the transition for all and finally, the legislation will be mandatory for all forces and a 'go-live' date is currently anticipated to be late 2022/early 2023.

Cmdr. Hedari continued that having considered all of the reports and views received, all of the Forces not in support were contacted (all of which were using the two tier model) and when asked if they could run their current model within the new legislation. All replied yes, if Community Resolution was retained in its current format. Having considered option 2 versus option 3 (outlined in the slide) Cmdr. Hedari put forward the proposal to retain option 2 this will give Chief Officers the latitude within their own communities to use Community Resolutions in the way they feel it should be used to fit their communities.

AC Ephgrave added, with Diversionary and Community Caution both require admissions of guilt which may be difficult to attain but retaining Community Resolution the crime can still be solved to the satisfaction of the victim but you don't have to insist upon on admission of guilt in a formal sense. Continuing that he is in favour of retaining the Community Resolution option alongside the Two Tier Model.

CC Olivia Pinkney commented that this is something that is happening and a case of choosing the specific type, and it is not helpful having the same language. From a Local Policing perspective there is a concern that unless there is really clear implementation, a lot of Officers will find it so confusing and won't do it. That will mean in practice, running blind on a lot of the work carried out because they are not 'banking the invoice'. The Criminal Justice data out recently reflects how this stuff cannot be on the book but real encouragement on implementation and costing. Making sure there is

transparency about how much this costs as a lot of it is moved from the old model to the new model. And finally, the commissioning opportunity with the two formal cautions and two other versions and the formal commissioning service, there is the opportunity to get that much clearer parameters for PCCs to work within and around it.

Cmdr. Alison Hedari picked up on the points made; with regards to the cost issue a start has been made to look at that and trying to assess what it costs now against the future. Also, with the commissioning piece and looking at how PCCs can be brought into the discussions. Adding, both these points are on the landscape view and will be further explored. Cmdr. Hedari mentioned, looking at what different Forces are actually doing at the moment and understanding what is happening currently to then be able to support Forces going forward.

Criminal Justice Recovery Plan

Action: Look to re-purpose CPS and Police forum and share information with chiefs.

Action: Letter to be sent to the minister from Chair of CJ committee and NPCC Chair.

Changes in Legislation for Out of Court Disposals

Decision: Option 2 supported and offered to forces for local determination around Community Resolutions.

Prior to sessions 8 and 9 the Chair invited CC Alan Pughsley to update Chiefs and reflect on the recent murder investigation in Kent.

Sessions 8

Violence and Intimidation against Women and Girls (VAIWG)

CC Rachel Swann introduced the session and updated Chiefs on the strategy sent out for comments and consultation. One of the things the portfolio has tried to do is engage with lots of people, and get a broad spectrum of views including people who would normally be quite critical of Policing. As a result a huge amount of feedback has been received, and the strategy has remained at version four until all the feedback has been collated. A lot of people have come forward and want to be involved in this area and they have found there is a desire for people to want to take on the world with this subject matter. The portfolio has really tried to hold the line and stick to something that is achievable in Policing and demonstrate some movement and progress. The feedback is assessed;

- Consider if it needs to go in and update the strategy accordingly
- If it needs to go to existing work streams and feeding through to people.
- If not used, have a rationale as to why not.

CC Swann continued, it is important an audit trail is in place for as all feedback is welcome and do not want to appear that any feedback is being dismissed and also adding legitimacy to the process. In terms of Home Office involvement, there has been a meeting with Domestic Abuse Commissioner and will meet with the VAIWG lead as they are reviewing and refreshing their strategy. There is both an opportunity and some risk around that, so by aiming to get it right, there can be engagement with the Home Office allowing the Police Strategy to compliment the Home Office Strategy.

However, there must be awareness of issues directed towards Policing on the back of the fact that work is being done. The same applies to the work Zoe Billingham is doing around building an inspection regime around VAIWG. There is APCC involvement and engagement and in addition wanted to get an internal voice and has been shared widely within the Policing to add to the shape of the strategy. Underneath this will sit a delivery plan which Nicola Spragg is drawing together and not meant to be bureaucratic but trying to assess what work is being done in Policing. It is also supported by Nicola Growcott with a communications plan around it. Another aspect of getting the public voice within the strategy, is a similar public survey called 'Call It Out' also linked to this, the Single Online Homes team are creating an online survey tool with all the findings being pooled with VAIWG. Some key feedback received; regards recording Hate Crime and Misogyny it has been clear and agreed not to do that at council, people want it to be much stronger and clearer in perpetrator focus. There is an engagement piece and partnership and prevention piece which seems to be as one but will separate out the engagement piece with the principle way to operate in listening to people, separating partnership and prevention piece from that.

CC John Campbell asked about the timescale regards the final draft and what the methodology is on giving feedback. CC Swann replied, sending feedback and the method will be sent after the meeting and there is not an agreed or set timescale, it was anticipated it would be before the next Chief Constable Council meeting however, needing to be mindful of falling in line with the Home Office VAIWG strategy.

CC BJ Harrington asked around recording and when there will be a steer about what is recorded, as it will allow the sharing of data with partners and gain support in necessary areas of VAIWG. CC Swann responded, in terms of behaviour or environmental feedback Single Online Home are working on that currently and will be available imminently.

The Chair thanked CC Rachel Swann, adding the measured approach is where we need to be and pushing into other partners as well. A recent conversation with Zoe Billingham highlighted that point and they are keen to push into other partners and government where there are issues that are outside of Policing's control.

Violence and Intimidation against Women and Girls – VAIWG Draft Strategy

Decision: Chiefs noted the update and once all feedback from forces and stakeholders has been finalised this will come back to a future Chiefs' Council meeting for formal ratification.

Session 9

Workforce Session

DCC Amanda Blakeman introduced DCC Janette McCormick who updated Chiefs on Serious Organised Crime and summarised the areas being covered in the session; to provide an overview of the year 2 allocations, baseline calculations and tracking, overview of capacity build required year 2, outline the current issues and development of the SOC Oversight Group and finally, year 3 considerations and beyond.

DCC Janette McCormick began by pointing out in terms of allocations and baselines, refresher year 2 Forces got 300 for ROCUs out of 6000 allocation and year 3 has yet to be determined. Distribution has been aggregated from Force allocation to the regional level. The desire to track force

contribution towards SOC Uplift but a need to track the Uplift overall, as ministers first and foremost want to track allocations and a desire for them to see from the baseline and demonstrate there are 300 more than the start of this year. Adding, Forces are never going to land this as there will always be a vacancy factor.

Furthermore, the difficulties in establishing and tracking the patchwork that make up ROCU's however, there is now reconciliation between what the Forces have and numbers from ROCU which is really positive as it makes the grant allocation and funding easier. It has been baselined from the establishment figure from March 31st 2020 and built in a vacancy factor but Forces by March 2021 were well under that, so have worked with the Home Office to provide some flexibility. Some Forces with additional funding may lose the funding over the year or next year but the baseline adjustment will be the same. In terms of the numbers of ROCUs in Forces, the baseline is 1518 (Headcount March 31st 2021 with built in 5% vacancy factor) growing 403 this year by 31st March 2022 and they will draw from the home Force where ROCUs are based rather than the supplying Forces. CC Steve Jupp has set up an oversight group with representation from each ROCU which will look at broader issues.

DCC McCormick continued to highlight the current considerations; in year 2 Forces received £450M in funding, £315M direct to forces in grants but £100M ring fenced and claimed retrospectively each quarter. Funding was front loaded to support enabling costs across the 3 years of Uplift. Year 1 is built into the baseline enabling costs to reduce each year. There are no restrictions on the use of the enablers funding and further investment beyond this is a local decision. For Year 3 a refreshed financial modelling is being developed, taking account of additional capital and training costs and this will form part of the police submission to the Spending Review. There is a concern in relation to the detective capabilities and the draw from Forces. There is ongoing work with the College of Policing to review the current training capacity within the system to see if it meets current demand. Also, the current capacity in terms of PIP qualified people and trying to model those that are going for the exam and looking at what that could mean in terms of predicting capabilities going forward.

There has been appetite particularly from the East Midlands to scope direct entry into ROCUs as a training programme and based on the direction from Chief Constables Council there is the potential for the Police Uplift Programme to fund this.

DCC McCormick added, CC Steve Jupp is working through the estate footprint which currently does not lend itself to the model of allocation and work is ongoing to consider options. CC Jupp has asked Chiefs to consider the year 3 allocation as work is currently being carried out to prepare for the next Spending Review (SR). Suggesting, wider discussion amongst Chiefs with regards to the SR in terms of what the costing model and training capacity could look like, and to consider the appetite and risks for year 3 allocations. Asking, Chiefs for the mandate they would like CC Jupp to approach the Home Office with and negotiate.

CC Alan Pughsley commented, as Crime Operations lead and along with CC Jupp, they have a broad view on direct recruitment into specialist posts. The working group mentioned earlier begins over the coming week and ACC ROCUs are representative at that meeting as far as Chiefs are concerned. CC Dave Thompson shared a concern about the 800 recruits going into ROCUs next year, stating that 18% of West Midlands Police are student officers after year 1 with 20% more officers and staff involved in the ROCU. Although some students are contributing to the ROCU and taking into account the impact of the pandemic, with the Police Uplift Programme there is actually less deployable strength in the Force this year compared to last year. The strain on Forces and investigators is huge

and on the volume teams such as RaSSO, less than a quarter of the staff have got more than 3 years experience, which is now largely made up of students and taking more out into ROCUs is a problem. Adding, on the Serious Organised Crime (SOC) position, it is very clear the money comes into Forces and Chiefs agree as a consensus model what the number will be, which is not directed by the Home Office and their figures. CC Thompson would be happy to consider commitment on the figures set by the Home Office over a longer period but cannot possibly see how his Force can deliver on the Home Office figures over the short term.

CC John Robins agreed with the previous point in terms of profiling and less deployable resources now because of the changes in PEQF process. Suggesting finding other ways to build it up, as it is stopping people going into safeguarding and detective work as there are not enough front line officers.

CC BJ Harrington picked up on the previous points and stated that there is a need to be careful around our relationship with communities, not suggesting you have to have a large number of years in service before you go up to a squad but by default there will be a range of people that don't understand local policing.

DCC Janette McCormick asked Chiefs to be careful around Police Now and SOC Now because it costs a lot more to Forces but also they don't see the funding from the Home Office, there are several million pounds that goes into running and recruiting that programme that doesn't go to Forces. Also, there is a real opportunity for Chiefs to offer a reality check to ministers, as a piece of work is ongoing around the short and long term deployment of Officers.

DCC Amanda Blakeman introduced Bernie O'Reilly (CEO, College of Policing) who covered four areas in his presentation; firstly, around Hate Crime, updates from Professional Committee, a reminder on the Fundamental Review, and finally Police National Assessment Centre (PNAC) Leadership Strategic Command Course (SCC).

Bernie O'Reilly began by updating Chiefs on Hate Crime Operational Guidance making the following points;

- There is a huge confidence deficit within this issue which we must ensure is not adversely affected.
- The College of Policing owns the Hate Crime Operational Guidance which was challenged by a Judicial Review (JR) last year. The result was the guidance was deemed to be lawful but a single incident where it was applied was found to be unlawful.

- Amendments were made to the guidance making it more proportionate, which comes down to non crime hate incidents – which will be referred to hereon as ‘hate incidents’ not crime.
- The result of the JR has been taken to an appeal court. The College of Policing are awaiting the result of the appeal court judgement.
- There has been growing momentum around the recording of hate incidents. The feeling is it feeds into the cancel culture, censorship and the effect on free speech. There is a widespread concern the Hate Crime Operational Guidance has been weaponised.
- A letter has been received from the Home Secretary giving her support and wants Policing to continue to tackle Hate Crime but has raised a concern around hate incidents which she feels could undermine public confidence and the effect on free speech.
- A hate incident could be recorded against somebody and it could be disclosed as part of an enhanced DBS check which could disadvantage them in future employment. Currently, there are no examples of this having happened.
- Two areas which might be explored further; firstly the language, as ‘Hate’ is a pejorative and defining word which could almost be a pseudo conviction and if ‘hate incident’ is the right language. Secondly, our language is hardwired in our systems. Even if it is not a crime, and a complaint is made the language used is ‘victim’ and ‘offender’. Also, what is being looked at with the enhanced DBS check is giving greater transparency around the process and where these circumstances may be disclosed and codify that area.
- The College of Policing are working their way through this issue.

Bernie O’Reilly continued to update Chiefs from the Professional Committee; firstly, to support the new risk assessment Domestic Abuse Risk Assessment (DARA) as the preferred risk assessment. It has been piloted, evaluated and evidence based. It is shorter, better and more accurate and has real support behind and for it. This will go to the College Board where it will hopefully be supported and will come back to Chiefs’ Council with implications around Training and IT systems. Furthermore, the Digital Extraction Guidance which will also go to the College Board and will come back to Chiefs’ Council with a view to rolling it out. Bernie O’Reilly went on to talk about the Fundamental Review of the College of Policing (CoP) recently presented to Chiefs by the Chair of the CoP which looked at the effectiveness, the place within the Policing landscape, the depth, the reach, boundaries and mission. Also, the journey and position of the College of Policing since it began whilst not revisiting the issue of membership.

Adding, the Terms of Reference (ToR) also mentioned a greater role within PCCs and around the Code of Ethics like other professional bodies. The call for evidence has now closed and the issues that have come through to date are; what is the role between the CoP and NPCC and HMICFRS and what can be done to get greater consistency and the mechanics around that, how does the CoP engage better with Policing, how better to market the work internationally and build on some of the current successes. The Fundamental Review closes and a final report should be available in the next 3/4 months.

Bernie O’Reilly moved on to the Leadership Centre, which received 1M funding to look at the proof of concept and ambition. The ambition is to get consistent core standards and development to reach those standards across all ranks within Policing. This year the focus is on sergeants which hopefully will roll out in April 2022 and then do the same at Inspector level. There is a well represented steering group which feeds into both the NPCC Workforce Coordination Committee and CoP Board.

Also, detailing the Leadership Learning Platform which is in essence a one-stop shop for leadership management resources, with interactive workshops, leadership and mentoring toolkits and diagnostic toolkits. The platform is underused and there is an app which some Forces have put directly on to smart phones for colleagues. Mr O'Reilly asked Chiefs to look and engage with it and Jo Noakes (CoP) will happily come to any Force to talk through it with colleagues. The CoP have also put forward an offer for bespoke development for executive teams through Deloitte and the feedback received from the teams who have attended has been very positive. In short, with regards to leadership the CoP must have a better, more concise and coherent offer in one place at every level and rank, currently it is spread across a number of platforms and work in progress but that is the aim with an ask of patience.

Bernie O'Reilly concluded with updating Chiefs on the Police National Assessment Centre (PNAC) offering gratitude all the support and attendance from Chiefs, adding that is only halfway through. The pass rate is lower than previously seen, roughly 28% (20 of 69 have passed) there is an indication that with the 3rd cohort the pass mark is higher. Mr O'Reilly has absolute confidence in the quality assurance, process and assessors and directors that have attended have feedback that PNAC is solid, adding the 4th cohort will be attending the following weekend. AC Neil Basu is leading the Strategic Command Course (SCC) this year which needs syndicate directors with the 20th June being the cut off and asking for Chiefs to put forward their best people.

CC Jo Farrell asked around timings for PNAC and SCC next year. Mr O'Reilly responded that it is yet to be decided and arranged for next year. CC Gareth Morgan added, that from a recent meeting it was decided and intention that PNAC would revert to the original timings of spring.

A discussion was had by Chiefs around the pending appointment of the new CEO for the College of Policing which is currently stuck in Treasury and the Home Office which included the following points; with Police salaries set they won't approve salaries over 140k and there are parts of the broader Policing family that might get caught in the same way as the CoP which is a future risk, and where future police salaries are taken is worth monitoring. A point should be made to the Home Office in the disparity and unacceptable treatment between Policing and other public sector leadership.

CC Keir Pritchard asked Mr O'Reilly about the learning taken from the current PNAC figures and pass rates and reassurance it is being properly reviewed. Mr O'Reilly stated it will all be reviewed and evaluated when the 4th cohort have been through including the impact of the changes this year. CC Gareth Morgan added, early feedback suggests candidates have preferred the split session and everyone is alert to the fact things have been different on the sessions which was reiterated by CC Lisa Winward.

Workforce Session

Uplift Year 2 Update

Decision: Chiefs noted the update.

College of Policing Update and Overview of Leadership Training

Decision: Chiefs noted the update and Domestic Abuse Risk Assessment (DARA) will be submitted to the a future Chiefs' Council meeting.

Action: Chiefs to send list of names for syndicate directors by the 20 June deadline.

ANY OTHER BUSINESS AND REVIEW OF ACTIONS/DECISIONS

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

DATE OF NEXT MEETING

The next full Chiefs' Council meeting will be held on **14-15 July 2021**.