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## Chief Constables' Council Minutes

15-16 July 2020, Virtual Meeting

### Attendees

AC Martin Hewitt	NPCC Chair
CC Andy Marsh	Avon and Somerset
CC Garry Forsyth	Bedfordshire
DCC Trevor Rodenhurst	Bedfordshire
CC Nick Dean	Cambridgeshire
CC Darren Martland	Cheshire
Cmsr Ian Dyson	City of London
CC Richard Lewis	Cleveland
CC Michelle Skeer	Cumbria
CC Shaun Sawyer	Devon and Cornwall
CC James Vaughan	Dorset
CC Jo Farrell	Durham
DCC Claire Parmenter	Dyfed-Powys
CC Ben-Julian Harrington	Essex
CC Rod Hansen	Gloucestershire

CC Ian Hopkins	Greater Manchester
CC Pam Kelly	Gwent
DCC Sara Glen	Hampshire
CC Charlie Hall	Hertfordshire
CC Lee Freeman	Humberside
CC Alan Pughsley	Kent
CC Andrew Rhodes	Lancashire
CC Simon Cole	Leicestershire
CC Bill Skelly	Lincolnshire
ACC Kerrin Wilson	Lincolnshire
CC Andy Cooke	Merseyside
Cmsr Dame Cressida Dick	Metropolitan Police Service
Dep Cmsr Sir Stephen House	Metropolitan Police Service
AC Helen Ball	Metropolitan Police Service
AC Nick Ephgrave	Metropolitan Police Service
AC Louisa Rolfe	Metropolitan Police Service
CC Andy Adams	Ministry of Defence Police
CC Carl Foulkes	North Wales
CC Simon Bailey	Norfolk Constabulary
CC Nick Adderley	Northamptonshire
CC Craig Guildford	Nottinghamshire
CC Winton Keenan	Northumbria
CC Lisa Winward	North Yorkshire
ACC Annette Anderson	North Yorkshire
CC Matt Jukes	South Wales
CC Steve Watson	South Yorkshire
CC Gareth Morgan	Staffordshire
CC Stephen Jupp	Suffolk
CC Gavin Stephens	Surrey
CC Jo Shiner	Sussex
CC John Campbell	Thames Valley
CC Martin Jelley	Warwickshire
CC Antony Bangham	West Mercia
CC David Thompson	West Midlands
CC John Robins	West Yorkshire
CC Keir Pritchard	Wiltshire
CC Simon Byrne	Police Service for Northern Ireland
CC Paul Crowther	British Transport Police
CC Simon Chesterman	Civil Nuclear Constabulary
Mike Cunningham	College of Policing
DG Lynne Owens	National Crime Agency
Robert Coleman	National Crime Agency

CC Iain Livingstone	Police Scotland
Brig Vivienne Buck	Royal Military Police
Wg Cmdr Mike Dixon	Royal Airforce Police
Cmdr Dean Oakley	Royal Navy Police
CO Ruari Hardy	Guernsey Police
CO Gary Roberts	Isle of Man Police
Supt Jarrod Bibly	Isle of Man Police
Supt Browley	Isle of Man Police
CC Chris Eyre	Sovereign bases of Royal Cyprus Police

**In attendance for Session 1**

Lianne Deeming	Director Bluelight Commercial
ACC Jason Masters	Leicestershire Police
Gemma Stannard	Norfolk Constabulary

**In attendance for Session 2 and 3 – Speakers and External Guests - Closed**

**In attendance for Session 2 and 3 – Chiefs’ Invited Guests - Closed**

**In attendance for Session 4**

Richard Croucher	Head of Finance, Hampshire Constabulary
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**In attendance for Session 5**

Joanne Ashworth	Director, Transforming Forensics
Supt Brendan Gilmore	Home Office, DSTL
Miles Hunt	Home Office, DSTL

**In attendance for Session 6**

Wayne Parkes	Director, NPCC National Enabling Programme
Ian Bell	Chair, Police ICT Company
ACC Naveed Malik	Operational Communications in Policing (OCiP)
DCC Gareth Cann	National ESN Coordinator
Rebecca Jones	Home Office, Director of Deployment and User Insight
Stephen Webb	Home Office, Director Law Enforcement Programmes
Mike Hill	Home Office Director, Police and Public Protection Technology

**In attendance for Session 7**

DAC Lucy D’Orsi	Metropolitan Police Service
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**In attendance**

Robert Price	Chair, ACRO
ACC Owen Weatherill	NPoCC Lead

AC Robert Beckley	Assistant Commissioner – Op Resolve
Det. Supt. Charmaine Laurencin	NPCC Chief of Staff
T/Ch Insp Wayne Nash	NPCC Staff Officer
Richard Hampson	NPCC Senior Business Officer
Susan Paterson	NPCC Business Manager
Sherry Traquair	NPCC FOI and Decision Maker
Stuart Sterling	Home Office, Government Liaison
Nicola Growcott	NPCC Senior Communications Manager
Robert Hardware	NPCC Public Affairs 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 Mark Collins – Dyfed-Powys Police  
 CC Olivia Pinkney – Hampshire Constabulary

### **MINUTES AND ACTIONS FROM PREVIOUS MEETING**

The minutes for the previous meeting held on 15-16 January 2020 were agreed.

The minutes for the previous meeting held for Aviation Programme on 20 May 2020 were agreed.

The minutes for the previous meeting held for the NPCC Operating Model and National Outcome Decisions on 4 June 2020 were agreed.

**Action item** number 3.1 – Chair's Update (2 October 19):– CPOSA has commissioned a piece of work which is being undertaken by Neil Rhodes. It is hoped that this work will assist in presenting constructive options particularly for the Chief Constable and PCC relationship. The work is seeking to capture the learning from previous cases and is due to complete mid-February at which point the draft will be provided to Mr Rhodes, Mr Hewitt and Mr Cunningham to enable further discussion regarding next steps in terms of influencing for change. - **Action open**.

**Action item** number 7.1 – Police Officer and Staff Safety (15 January 20):

- Alan Pughsley/Officer Safety Team to recirculate the (updated) recommendations and timescales, delivery leads to all Chief Constables via ChiefsNet.
- Alan Pughsley to share with all Chiefs overarching tracker on Chiefs Net
- Mike Cunningham & Martin Hewitt to agree and finalise the report and launch date for release.

- **Actions open.**

**Action item** number 8 – Responding to a New Government (15 January 20):

- Andy Cooke to consider the establishment of Chief Officer Groups to focus on how policing begins to address each of the likely performance outcomes.
  - Martin Hewitt to conduct some work to fully understand the position of every chief constable in relation to the current policing structure.
  - Chief Constables to consider whether they have an ACC who could be attached to the NPCC to work on the Spending Review.
- **Actions open.**

**Action item** number 10.8 & 10.16 – Review of Papers Feedback from the Regions (16 January 20):

- (CC Gavin Stephens) National Social Media and Digital Engagement Capability – Confirmed support of funding from 9 forces now which will see the completion of the work through. CC Stephens informed chiefs the paper would not need to be re-submitted to a future Chiefs' Council meeting - **Action Closed.**
- (CC Michelle Skeer) Future Allocation of National Charges - Michelle Skeer and the NPCC finance coordination committee to explore options to potentially look at putting a limit (Ceiling) on the level of charge that would be considered under NRE. An update will be brought back to the October Chiefs' Council meeting - **Action open.**

**Action item** – Aviation Programme (20 May 20): Options would be explored for a further extraordinary Chiefs' Council in September on Aviation after decisions taken from the 20 May meeting. – **Action Open.**

**Action item** – NPCC Operating Model and NOD (4 June 20): A further paper with the final version of the business case for the Op Model will be brought back to the January Chiefs' Council meeting. – **Action Open**

### **Chair's Update**

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

Louisa Rolfe appointed as Assistant Commissioner for the Metropolitan Police Service  
Joanne Shiner appointed as Chief Constable for Sussex Police

The chair informed chiefs guidance on the implementation of new regulations for wearing face masks in shops would be released to all forces soon via Op Talla and the daily briefing. Chiefs discussed the new legislation being implemented and requested more engagement is required with government to re-in force viewpoints on the right level of intervention required from forces to enforce the new regulations.

The chair confirmed to chiefs a facilitated session would take place between the NPCC and College of Policing on how both organisations would work and complement one another with the development of the NPCC Operating Model going forward.

The chair announced that government have confirmed a delay with the publication of the Serious and Organised Crime Review and would not be released before recess of UK Parliament. Both the chair and NPCC Lead for Serious and Organised Crime will continue to work and liaise with government and an update will be circulated to chiefs from September 2020.

The Chief Executive of the College of Policing Mike Cunningham has announced he will retire from policing at the end of the year. Mike Cunningham joined the College in January 2018 and has overseen the implementation of new training and recognition for police officers and instigated significant changes in the College in the way it supports policing. The process to identify and appoint a successor will now start.

The chair also drew attention to the publication of HM Government Public Appointments published on the 14 July via ChiefsNet. Roles varied within Her Majesty's Inspector of Constabulary and Inspector of Fire and Rescue Authorities in England. The chair requested all chiefs to help advertise these roles internally and suggested encouraging appropriate candidates to apply.

The Police Memorial Trust has provided an update on construction and the chair confirmed this is ahead of schedule and will be completed by January 2021. A Dedication ceremony is being planned and the trust is in discussions with the royal office to have a senior member of the royal family lead the dedication. The chair said the project is fully funded, funds already raised and confirmed forward payments from donors. This includes payments of donations by forces which were committed at a previous Chiefs' Council meeting. The chair encouraged all forces to make their respective payments as soon as possible in order that the Memorial construction and cash flow are kept on track.

Finally, the Chair encouraged all chiefs to help sponsor Paul Griffiths, Chair of the Police Superintendents Association on his walk for charity from the Lands' end in the South of England to John O'Groats in Scotland to raise funds for the Police Memorial.

## **REVIEW OF PAPERS FEEDBACK FROM THE REGIONS (papers for decision)**

The chair guided colleagues through the feedback from the review of papers.

### **National Citizens in Policing Capability**

**Decision:** Chiefs agreed and supported Option 4 in the paper.

### **National Standards for Workforce Data – Standardised Data Sets**

**Action:** Chiefs requested that further information is provided on how the proposal will be changed/integrated into their current force IT systems/databases, particularly due to the concern regarding costs to forces to implement these changes to the current force systems.

**Action:** Uplift team to Identify a number of forces to work with to map the change and cost required, which may form part of the wider NPCC action plan regarding diversity data.

**Decision:** The proposal will be tested initially through the Uplift Programme data, will be fully scoped for overall costs and impact to forces and seek central funding to deliver where appropriate. There will be a staged implementation plan.

### **Level 3 Public Order Mobilisation Capability Proposal**

**Decision:** Chiefs agreed to support the proposal.

### **National PPE Procurement Proposal**

**Decision:** Chiefs agreed to support the proposal.

### **National Youth Engagement Capability**

**Action:** Jo Shiner to work with those forces who support a scaled back proposal to identify options for maintaining momentum.

**Action:** Jo Shiner to work with those forces who did not support the proposal to continue to articulate and outline the benefits.

**Action:** Jo Shiner to continue to explore options for potential sponsors and commercial support to look at possible future opportunities for a more sustainable funding model for this capability.

### **Operation Sourberry - Forensic Market Place Critical Incident Report**

**Decision:** Agreed for report to be redacted based upon chiefs feedback on recommendations provided with a view to publication.

### **COVID-19 – Lessons Learnt and Reform (CSR Implications)**

**Action:** NPCC office to share with all Chiefs minutes and agendas from NPB, SCIB and CPPB.

**Action:** Local outbreak management plans from local resilience forums share learning with all Chiefs (through Paul Netherton and Op Talla Briefings).

**Action:** Gemma Stannard to circulate who the Regional SPOCs are per force to all chiefs.

## **SESSION 2:**

### **Inclusion and Race Equality in Policing**

The chair said that most will have viewed the communication from NPCC in response to the death of George Floyd in the United States and chiefs realise that events in the US have transcended borders and become a truly international moment that they wanted to grasp as leaders of the police service. He explained as a result of the events in the US today's session will work very differently compared to standard chief council meetings.

The chair said the aim is to launch what we should do next. The conclusion that chiefs came to while listening as the conversation developed around this is policing have done a lot of work but not improved fast enough within the service. This is both around inclusion in the service and how the external community is policed. Today's session is about talking, listening and creating a plan of action to set the next steps.

The chair explained that he wanted to hear from all different levels from inside policing and externally which means that this session will sometimes be challenging and uncomfortable. This session is on inclusion and race in the response to the out pouring internationally on the death of George Floyd. Chiefs wanted to be inclusive and therefore they have invited other minority community to be involved in this also.

The chair invited Ian Hopkins to introduce the session:

Ian Hopkins said he would set out the context of the survey and said when chiefs signed up to the Diversity, Equality and Inclusion strategy they asked themselves how could they be held to account. He said that some forces have asked to be peer reviewed and the HMICFRS will inspect the police services. He said the survey results would provide them with a national baseline to track progress against the design carried out in 2018. Working with Professor Les Graham the survey has been developed with staff networks. 35,000 surveys have been completed.

Les Graham said that the intention of the survey was to give a voice to all the policing workforce and the findings would provide a baseline for future work. Responses were collected over an eight-week period from mid-November 2019 and there were nearly 35 thousand responses which is 16.6% of the total workforce.

The aim of the survey was to understand the internal policing perspective and the core behaviours that staff were experiencing. Inclusion was defined as the way in which an organisations work to make everyone be valued as equal, respected and have a voice and fully contribute.

The main findings showed that inclusive employment practices were found to be positively associated with staff's feeling of wellbeing and this was consistent at all levels of seniority and groupings. The survey scores were categorised into three groupings; moderately low, moderate and moderately high.

The overall rating the general workforce provided was categorised at moderate level but the ratings were reported as moderately lower for BAME respondents, moderately high for police staff with a white background and moderately low for those respondents who identified as having an autistic spectrum condition.

Approximately a fifth of BAME Police Officers felt that their career opportunities had been negatively affected. There is an association with a decline in wellbeing and intention to leave the organisation when staff feel unfairly treated. It has been observed that particularly white male officers are associated with less positive diverse attitudes.



Inclusion is a key part of part of the National Diversity, Equality and Inclusion Strategy and leaders at all level can positively contribute to the achievements of inclusion in their work teams. Leaders should act as a positive role models, they can influence people's values, bring a sense of belongingness and demonstrate them valuing uniqueness.

A key element to achieve belongingness is the level that supervisor actively listening to staff and this results in them seeing their supervisor as open, non-judgemental, supportive and interested in what they have to say. Respondents reported high average level across all groups although BAME respondents was lower than the average and classed as moderately high.

This research demonstrates that when people feel respected and valued their wellbeing is increased. One areas of concern from the findings were reported level of team incivility as this has a negative effect on wellbeing. Often excused as 'banter', different level of interpersonal mistreatment based on protected characteristic for example racist or inappropriate jokes can lead to lower job and life satisfaction, lower wellbeing and professional commitment and higher levels of intention to quit. Findings show that Muslim and BAME numbers, then on 64% of Muslims have experienced higher levels of derogatory comment around their religion or race.

In order to develop positive diversity attitudes the most constructive way is to improve individuals internal motivation thorough self-motivation rather than enforcement. Changing peoples' values results in a positive behaviour

Les Graham said if inclusion is recognised as important, level of inclusion in employment practices should focus on improve skill sets to generate inclusion at a team level and reduce levels of incivility at an individual level.

The chair thanked Les Graham for his work and the following points were made:

- Sikh respondents will be included in the full report
- The presentation reflects where policing was 20 years ago and things need to be different going forward.
- It would appear that we have people in leadership positions whose training on diversity and equality is very out of date. The NPCC should recommend that anybody in a public facing role, training in diversity should not be more than 2 years out of date.
- Diversity related questions should be include in appraisals and one to one meetings.
- It was confimed that age is associated with less positive diversity attitudes and males are less positive than females. More research need to be carried out on this.
- A strategy is needed focussing on the steps a body could hold forces to account for a lack of performance in this area. There is a need for more transparency.
- Leadership has not given enough weight to diversity and toolkits are not working

The chair invited attendees into the discussion. **Closed**

**Action:** Ian Hopkins to share Durham Survey presentation and report with all Chiefs and guests in the session.

**Action:** Martin Hewitt to meet with Yvonne Coghill (NHS) to discuss current work on 7As step plan and experiences to help feed into the overall action plan and consultation.

**Action:** NPCC office to share 7A's step plan from Yvonne Coghill with all chiefs.

**Action:** NPCC office to e-mail speakers to get any notes to assist the Plan Of Action going forward

### **NPCC Representation and Diversity**

#### **SESSION 3:**

#### **Inclusion and Race Equality in Policing - Closed**

##### **Workforce Diversity**

**Action:** Martin Hewitt to collate focused points from both sessions 2 and 3 to formulate a proposal on all the key points and immediate actions to share with all chiefs. All chiefs will be contacted to see what contributions they can give into the work.

#### **SESSION 4:**

#### **Comprehensive Spending Review (SR) - Discussion on the way forward**

The chair introduced this session explaining that he will provide a brief introduction and then hand over to Dave Thompson. He explained that there are a number of people working on this including the NPCC lead Dave Thompson, Roger Hurst and Paddy Tipping from the APCC and also in partnership with the Home Office team. He said two weeks ago they received confirmation of a multi-year spending review (SR) settlement. This SR process will be much more top down compared to previous years.

Dave Thompson explained the Chancellor announced Spending Review in July's mini budget and said he has been working together with the APCC and Kenny Bowie in the Home Office. The timeline they are working to is August through to end of September and he is comfortable with a one year rollover. There are challenges with finances and from speculation from the media the debate is around public spending.

From the conversations he has had with the Home Office there are about to be changes in the treasury and therefore it is not clear how the SR process will work. There is a clear timeline and the bulk of work will be carried out in August. The 3 year term has not been set out but there are advantages for policing for example opportunities around the technologies in the portfolio. In the last settlement our capital budgets were significantly reduced. The finding for the uplift will remain and although this was unrestricted previously this may change. The key point is this is a government

SR, and policing is one of its sectors. While policing and NCA have worked hard to be coordinated, the Home Office has felt that policing is not as joined up as it could be.

Ministers have been clear about their view and crime reduction and system reform will be a key focus. Dave Thompson said his strategy is to wait and see what the government's narrative and policing will be clear the minimum position is to retain the Uplift and the cashable position.

The second issue chiefs should note is that policing's need to build a base-line for 20/21 and work is also being done to look at the impact of economic contraction. Additionally there is the potential council tax growth of 1.5% which will need to be factored in. The areas that policing wants to land is strategic centre and this is attracting attention along with serious and organised crime. There are so many uncertainties around force funding and funding structures.

Dave Thompson said that the Home Office are piloting with 3 forces to look at what the actual policing costs are across SR to generate standard costing for these activities. Finally he asked for support from chiefs to ensure that coordination committees will contact the finance committee and also if chiefs have activities where home office officials are involved to flag these to the finance committee so these can be capture too.

The chair reinforced that there will be people in the Home Office going out to working groups and portfolios. This must be fed up through the NPCC to check what is being included is comprehensive.

The following points were raised:

- Dave Thompson confirmed that Mark Reed should be connected with the NPCC SR team.
- Large scale programmes are the focus for the Home Office.
- There are perceived tension between SOC review and the Home Office but the chair confirmed that work with the NCA is being carried out to get a consistent set of communications with the Home Office and ultimately there will be one bid.
- It is vital to be in a position to make a robust case to Ministers including having a baseline to work from and look for cashable efficiencies.
- Implications of the CSR International policing and the international development agency has a multi-billion pound budget to develop the rule of law in an international landscape.
- Chiefs to be aware that there is a Special Grant review and consultation. A survey has been sent out and feedback would be helpful. This review will highlight one off spends, what the purpose of the special grant is for and the expectation of what reserves can be used for.
- There is a debate going on in Police Scotland about devolved administration of policing bodies.

- The National Crime Agency (NCA) is not getting any of the 20K Uplift budget and it is important to consider what the position will be for SOC and if chiefs want to see any of the 20K in local and organised crime.
- Has consideration been given to alternative options if funding is not allocated to the strategic coordination hub. The PCC also have a role in this and the outcome may affect both DEI and workforce stream.

Matt Jukes said that pension reform is imposed by government but there is no assurance from government to underwrite the costs. Pay inflation is the biggest pressure across the whole of the budget. He has engaged with the Home Office and based on this he has provided chiefs with his reflections on pay reform. He made the following points:

- Pay reform is linked to progression, competence and contribution.
- The proposition is to collapse some of the pay scales and make it performance based pay – this will remove ‘time served’.
- There are concerns around the cost and maturity of our systems i.e. the proposals could cost up to a billion pound.
- The Federation are looking at this positively as they see it has the advantage of allowing people to advance quicker.
- The first stage is to review rank structure and the core pay scale structure.
- There are concerns around time delays with misconduct procedures.
- Committed to implementing this in April 2022
- Additionally cost of living needs to be factored in as this will be applied to all pay awards each year.

Matt Jukes explained that currently pay scales are regulated through NPPF check and he wanted to check with chiefs if they would support his proposal to align to the CSR for 2022.

The following points were made by chiefs:

- An additional point to consider is around sick benefits and will staff progress while on sick leave?
- There is a need to anticipate what a realistic pay award will be e.g. 2 or 2.5 % over the next three years and will we get government funding on future pay awards.
- How do we equality impact our assessment criteria and consideration given to reasons why a member of staff may not complete mandatory training etc.

- The Police Staff Council are aware of these proposals and it is clear that police staff have a different set of working conditions. It is important to consider if these proposals will have an unfair effect on police staff.

Matt Jukes said that police staff pay is a substantial part of the overall pay spend. And therefore it is correct to give this area some attention.

The chair said there was agreement from the group for Matt Jukes to progress this work as outlined in the presentation and report back to Chiefs. The chair said this work is going to move at pace and chiefs will need to respond quickly when ask for information. The Home Office will have proposals by early autumn and Dave Thompson will share as much information as he can.

**Decision:** Council agreed for Matt Jukes to progress with Pay Reform proposals.

**Action:** NPCC office will share the contact details with chiefs for Ian Roberts and Mark Reeves on ChiefsNet to help feed into SR work.

## **Day 2 - 16 January 2020**

### **SESSION 5**

#### **Science & Technology – including the creation of a role - Police Chief Scientific Advisor (CSA) Policing Requirement**

Charlie Hall introduced Miles Hunt, head of commissioning from the Home Office and Chief Superintendent Brendan Gilmore. He explained that Defence Science and Technology Laboratory (DSTL) was formerly the Centre for Applied Science Technology (CAST). He said he has submitted 3 papers in this pack and wanted to describe what is within each of the papers to ensure chiefs are aware how work is commissioned through the Home Office.

DSTL is the executive agency of Ministry Of Defence, having a budget of 650 million and the process for capturing requirements resulted in 18 million pounds worth of work being identified within science and technology. The Home Office has already allocated 12 million baseline budget therefore demand is exceeding funding. The second paper outlines how additional funding maybe increased to the baseline budget.

As background Charlie Hall said part of the 20/21 Police Funding Settlement, the Government has agreed to fund £8m of Police Science, Technology, Analysis and Research (STAR) projects and to create a Police Chief Scientific Adviser (CSA) post. He said to chiefs that they are in the process of writing a job description for the CSA and this post will provide specific science support to policing. Once the job description is finalised the advert will be published shortly. He hopes this post will be filled in the autumn.

Additionally, with the HO a dedicated STAR board is being set up and this will be used to help to understand what policing requirements for future research will look like. Charlie Hall said that policing is one of a number of sectors that are bidding to the Home Office. The board will help to

ensure strategic coherence and value for money. The Board will meet for the first time on the 20<sup>th</sup> of July. Members will include CC Charlie Hall, CC Andy Marsh and CC Andy Cooke who will have voting rights. The board will consider STAR bids from across the HO for Police Settlement FY20/21 funding.

Charlie Hall explained that the third paper focusses on a longer term timeframe, between 10 – 20 years. A number of futures workshops are being established to identify what the challenges, threats and opportunities will be for policing in the future. These findings will then be presented to the experts to understand how some of the science and technology can assist in the future.

Miles Hunt explained he was head of commissioning in Home Office and outlined the commissioning process that they use. He explained through the commissioning cycle this will allow them to identify future science and technology priorities for policing. He said that through this process it will also allow them to hold those delivering science to account, additionally the benefits would be recorded and could be used to continually build a case for further budget from the Home Office. Currently there is only three quarters of the funds available for the projects requested but his department is a resource that can work through these challenges. There are currently three bids that is viewed as a continual priority; drones, over air testing and a newly developed Tasers.

Chief Superintendent Brendan Gilmore said aims for the futures workshop is to identify both opportunities and threats. He said that the most significant benefit is a large amount of resource from defence, for example, last year defence invested 750 million into science and technology. HoC has been established to develop operational requirements for policing. He said the commissioning cycle will use a standard form and format to capture forces operational needs and challenges. He said they are hoping to use the Police STAR board to oversee these requirements.

The first meeting of the STAR oversight Police Board is on the 20<sup>th</sup> of July and has a good policing representation. The main purpose of this board is to think through the allocation of the 8 million pound that the board oversees. There are currently 20 proposals totalling 7.5 million, 4 million pounds of this funding are continuing priorities and 3 further proposals have recently been submitted.

Brendan Gilmore said his primary role is to ensure that there is an understanding of policing challenges and capability gaps and look to get these commissioned. The proposals is to run futures workshops to understand what the policing challenges are going forward to 2040 and working with College of Policing in preparing this. They will run a series of workshops using future scenarios and each workshop will have a specific theme. From the outcome of the workshops they will engage with the wider S&T community such as academia, asking them to consider potential problems. The outcomes will be prioritise as part of the process. Once this is complete this work will be brought back to a representative group of the NPCC for agreement. Finally this will be brought back to chief's council in January.

The following points were raised by chiefs:

- Counter drones technology needs to be considered.

- As technology progresses there is a debate between the need to be operating both legally and ethically while taking advantage of the new technologies.
- Has the longer term capabilities captured CSE requirements and is activity already going on with NCA?
- How is NLEDS being connected to this process and other strands already involved in pilot work.

The chair summarised the following points from the discussion:

- All Chiefs would want to see the outcome of the STAR Board
- Start the workshops at a regional level and ensure that there are links and crossover with all areas of activity i.e. SOC, CT and NLEDS
- The STAR Board needs to be correctly locked into the governance arrangements. Including linking into the Crime Performance Board.

**Decision:** Council support the work around Science and Technology (STAR Oversight Police Board and Police Settlement Funding STAR and Science and Technology (Future Workshops) to continue and the following was agreed:

#### **Paper 1 – Home Office Commissioning**

**Decision:** HO Commissioning is the primary Gateway to S&T provision.

**Decision:** HO Commissioning can define and commission S&T requirements from NPCC Operational Challenges.

**Decision:** HO Commissioning is uniquely positioned to exploit existing and currently commissioned S&T across Other Government Departments, significantly MOD and DfT as well as internationally.

#### **Paper 2 - STAR Oversight Police Board and Police Settlement Funding**

**Decision:** Chiefs endorsed seeking funding from the Police Settlement Fund.

**Decision:** Chiefs endorsed the £2m proposal to enable continued delivery of outlined priority S&T.

**Decision:** Chiefs endorsed the £500k proposal for safety and suitability for service (S3) testing of a REACH compliant AEP round.

**Decision:** Chiefs endorsed the £1.5m proposal to enable accelerated delivery of innovative medium-term S&T.

#### **Paper 3 – Science and Technology – Future Workshops**

**Decision:** Chiefs agreed the proposal.

**Decision:** Chiefs agreed the themes in (appendix B).

**Action:** Chiefs to receive agenda and minutes from first Police Science, Technology, Analysis and Research (STAR) Board.

**Action:** Workshops to be arranged regionally in the first instance with forces.

**Decision:** The ongoing work must ensure appropriate links with:

A. other development areas such as Serious and Organised Crime, Counter Terrorism, IMoRCC and individual force innovations

B. HMG Governance – National Policing Board, SCIB and CPPB.

### **Digital Forensic Science Strategy – Transforming Forensics Programme – Forensic Capability Network**

James Vaughan explained that one of the ambitions of this strategy is to bring automation into a technology space on an industrial scale. The transforming forensics programme started in 2018 and built a forensic capability network (FCN). The 1 year funding is coming to an end and therefore they are submitting a bid in to this CSR round. He said he is happy to speak offline with any chief who has particular concerns and all chiefs will be invited to be a member of the FCN for those with interest in this area.

James Vaughan wanted to raise chief's awareness of the depth of the problem, the difficulties the Forensics Programme is experiencing and he is seeking chief's support for the proposed way forward. He outlined his main points as follows:

The volume of data is growing much faster than our ability to manage it e.g. there were 17000 digital devices waiting for forensic technicians to process and the complexity of material to analyse is significantly growing.

Legitimacy – our ability for both policing and industry to keep to ISO quality standards has been challenging such as the complexities around data privacy and disclosure. The Transforming Forensic Programme have looked at the national landscape, running a national strategy board to form a long term sustainable strategic plan.

James Vaughan explained that he is looking for support from chiefs around the development of the Digital Forensic Science Strategy. He then introduced Jo Ashworth who is going to provide an overview of the strategy.

Jo Ashworth said this strategy is complementary to IDs [?] Strategy. She has mapped all the work generated from programming so there isn't duplication. Wide consultation has taken place and it has taken a year to build the evidence base behind the strategy. They have been working with a number of forces on 'a proof of concept' and they have clearly set out the strategic outputs. There are 5 themes and the capability and capacity gap is the biggest issue they have identified.



Additionally they are effectively capitalising on utilising what the commercial market can do to assist policing. Forensic providers are often not well accredited and there isn't a controlled approach to know how much to share with the market. Data isn't very neatly packaged or stored in a particular place. However, they are linked in with DSTL and have carried out a considerable amount of work around validation.

Jo Ashworth explained that an area of strength has been in training the staff working in the laboratories and they are working with the College of Policing using outcomes mapping to look at what the future looks like.

She also explained that the current approach with the operating model is a focus on a national structure and this will allow them to connect digital forensics capabilities. There is no plan to regionalise the structure and as it is about focussing on standardisation of process and being able to identify the best ways of working.

James Vaughn thanked Jo Ashworth for her presentation. He then asked chiefs to consider four points:

- Do chiefs recognise the challenge and do they agree there is an urgent issues that presents significant risk to policing.
- Do chiefs want this to be coordinated as a national response to the problem?
- Will chiefs support the strategy and is this the right direction of travel for law enforcement?
- Is there commitment from the service around him preparing funding bids to CSR and the Ministry of Justice?

The chair thanked James Vaughan and reminded chiefs that this work is a priority for ministers. He asked for comments from chiefs:

- There was support from chiefs, they felt the direction of travel is correct but there needs to be greater emphasis on deliverables.
- There was a note of caution as the strategy focusses on growth and therefore there is a question around sustainability.
- Chiefs asked about recommendation on the Sourberry report and it was confirmed that Jo Ashford will send chiefs a draft report that reframes those recommendations.

**Action:** James Vaughan and Jo Ashworth to review recommendations from Operation Sourberry paper and re-circulate through the Council regional papers process for feedback and final sign-off.

## **SESSION 6**

### **ICT Discussion and Overview of Future Opportunities**

Ian Dyson explained that Stephen Webb and Mike Hill from the Home Office will present the work policing is doing with the Home Office. Additionally Ian Bell, CEO of ICT Company will also update chiefs on progress.

Ian Dyson said he was first going to provide an update on what the next steps will be after the launch of the Digital, Data and Technology Strategy. He said IMORCC is a busy portfolio and there is a lot of work being carried out on chief's behalf. There are a couple of live judicial reviews and the data needs improving. He said there are challenges with ESN and although it has been mentioned earlier there is a potential to pause these national programs due to their scale, however it would be difficult to stop this program.

Ian Dyson thanked Jo Farrell, Nick Bailey, Nick Freeman and Richard Moore and hand over to Kier Pritchard to present on ESN.

Kier Pritchard said the first point he wanted to make was the government's rationale for ESN is based on it costing much less than AIRWAVES and AIRWAVES overhead cost will only increase. The Home Secretary has been newly appointed and he has established the appetite from government around ESN hasn't changed. He acknowledges that timescales have had an impact on the confidence of chiefs and is keen to work through these issues with them.

Kier Pritchard reassured chiefs that they would only seek to transition from Airwave when they are confident that operational capability and safety of our service acceptance criteria is met. Once they are operationally reassured it is safe and meets all of policing needs, at that point a decision will be made about transition. Additionally he receives assurance from an independent panel and they provide regular reports to the Home Secretary. He has invited the Home Secretary to a joint gold meeting on 31<sup>st</sup> of July and said that ministers are keen to accelerate the delivery around ESN. The Home Secretary has appointed Baroness Williams to ensure this is met and said chiefs will soon receive an invitation from her office to speak to her. The appetite from the Home Office for the removal of Airwave and replacement with ESN is based on cost savings, which is approximately 250 million per annum. There is greater coverage that exceeds Airwave and there is also enhanced functionality around data transfer.

Kier Pritchard asked chiefs that they accept this position but said they still need to be confident of the readiness position by testing the safety of ESN. If it does not meet the test requirement there will be a need to urge ministers to be cautious about an accelerated pace.

Assurance will be mainly carried out by 'assurance partners' who will make sure that everything is in place and operational validity against service criteria is met. There is the opportunity for any force to step in as assurance partners with a technical requirement. Currently assurance partners are Cheshire for the North West, Andy Marsh for the South West and Wiltshire. The key role is being part of the whole testing regime working alongside the assurance partner programme and 2500 devices testing the product. The stages of operational assurance starts with technical verification, then operational validation and structure evaluation. Pilots will be carried out to 'road test' the capabilities before the final decision is made.

The costs to the service was estimated at 717 million pounds, owing to resets of the programme in 2017 and changes in the technical solution the programme was extended by 5 years up to 2037 resulting in the live non-core costs 1.68 billion. The non-core costs for service between 2021-25 is 465 million. For us and our finance directors we need to start to think about planning. Letter from Stephen Webb which is now being worked through with our financial directors who are looking at those assumptions and will prepare a model to firm up the financial position to assist chiefs at a force level.

The chair introduced Stephen Webb from the Home Office.

Stephen Webb said Kier Pritchard has presented a clear and accurate picture on the current position for the ESN program and he is available to answer any questions chiefs may have.

The following points were made by chiefs:

- Chiefs have concerns around capability, increased non-core cost and building confidence. There was confirmation on coverage, the prediction model indicates forces will get a better coverage with ESN whether road or landmass. However, Kier Pritchard agreed to work through in particular the issue around coverage being contracted or actual.
- The national cyber security centre on their report on emergency services state Airwave is proven to be highly resilient. ESN moves the capability to a commercial network so in the event of a black out in our network does this pose a significant risk. ESN is currently based on a 4G system and there is not any major risk expected as a result of move to 5G.
- Force are working on their digital strategies and investments, chiefs have concerns that there may be duplicate work being done by forces.
- The new device has both voice and data capacity however forces don't need data prioritised.

Ian Dyson said he would briefly talk about the LEDS program which will replace PNC and PND systems. PNC has significant data quality, security, and compliance with legislation challenges. This is potentially a critical risk for the service. The program is moving PNC onto new the LEDS platform as a phased approach and additionally a data model has been built into this.

There will be some minor work carried out and workshops will be running from July with SPOCs. The minimal requirement from forces will be first the removal of data i.e. driving licence and driving licence photos. Ian Dyson emphasised to chiefs the requirements of NLEDS remain unchanged and a sub-optimal solution will not be accept.

**Decision:** Acknowledge (rather than Accept) Government policy position on ESN.

**Decision:** Support the work of the Assurance Partners in NW and SW.

**Action:** Chiefs expressed an interest in dialling-in to the joint ESMCP CCRG & GOLD group session on 31 July 2020 with the Permanent Secretary at the HO, Matthew Rycroft. Details to be shared with all chiefs.

## **SESSION 7**

### **Serious and Organised Crime (SOC)**

The chair introduced the final session handing over to Steve Jupp.

Steve Jupp said he wanted to update on the progress of the SOC review and link this update with the spending review. He said there is ongoing work in the ROCU network in support of SOC.

He reminded chiefs that chiefs were asked to write a response to Craig Mackey's report by the Home Office. The report still remains embargoed by the Home Office but there have been a lot of discussions with them on how policing can take this forward and the NCA have been doing the same.

There are a number of key issues the Home Office are looking for policing to develop. These are;

- Governance – what is the role of Ministers and the NCA in the system?
- Legislation – this will be a minister led SOC Strategic Board. Putting the ROCUs on a statutory footing and strengthening the SPR on SOC. The PCC lead for SOC will have a place on the SPR Board.
- Funding – Stabilising ROCU funding and strengthening investment is critical SOC system capabilities.
- Tasking – Strengthening national tasking structures.

### **SOC Spending Review**

Steve Jupp said there is a detailed programme of work but it is not as ambitious as it was pre-COVID-19. They are looking towards a 3 year settlement but policing hasn't had full scope from Treasury yet. The challenging financial picture means policing needs to focus on how it can improve efficiencies in the network. Joint governance has worked effectively before in previous SR rounds and work should focus on the critical capabilities.

There are high expectation by Government on how policing should deliver the SOC review but this can't be done without a spending review that funds the work. The next steps will be to develop a delivery and resource plan. There has been considerable work carried out on behalf of chiefs through the SOC network and there are a number of vacancies in the ROCUs. Steve Jupp will be coming out to chiefs individually to discuss these plans in detail.

Chiefs made the following points:

- Critical capabilities have not been finalised but they are being worked through and there is a cost regardless of the direction taken.
- Consistency is required across ROCUs and the Strategic Policing Requirement (SPR) needs to be finalised including linking with PCC on these requirements and having a single point of contact to the NCA.
- Government are determined tackle SOC and utilise ROCUs and SOC more is part of their ambition. The Home Office do not support the appointment of a chief as a full time full time SOC Coordinator but chiefs should consider this.
- There is not a clear enough mapping of capabilities across the ROCUs. A piece of work on leadership of the ROCUs should be considered to ensure that there is a good return from the capabilities.
- It takes some time to train and then post officers into the ROCU network therefore it is vital to develop a really strong people strategy.

Steve Jupp thanked chiefs for the discussion points and handed over to Simon Bailey who will present on Tackling Organised Exploitation (TOEX).

Simon Bailey said he recognised all of the challenges chiefs have flagged up. Tens of millions of pounds have been allocated to fighting short term crisis. Theresa May who was prime minister at the time made Modern Slavery her priority and as a result they have established a network embedded within the ROCUs. County lines recently emerged as a main focus and in order to bring about a coordinated response and they have engaged within the ROCUs. The TOEX project is about crisis management to be in a position to be forward thinking and not fighting fire. They have carried out joint pieces of work with NCA and received great support from ROCU network and with colleagues on the frontline dealing with this threat. A key focus is around exploiting data opportunities and making sure there is clear ownership of cases. Success is dependent enriched intelligence and analysis to develop appropriate packages for tasking through the existing SOC network.

Simon Bailey requested all 43 Chiefs support this SR funding bid as there will be funding gap moving into the next year.

Steve Jupp summarised how COVID has impacted on the SOC Threat. He said that the pandemic and lockdown conditions have led to changes in threat levels. Fraud and Cyber have seen an uplift as has levels of money laundering.

Through a national assessment OCGs are re-establishing transport routes. There are different dynamic around debt recovery and 'turf wars' may increase. OCGs are rapidly moving into and exploiting new possibilities that the economic impact that COVID has caused.

**Action:** Fraud and Cyber NPCC National Portfolios to merge as one under the crime operations coordination committee. Further update from Ian Dyson to be published on ChiefsNet.

## Closed session

Steve Jupp handed over to Lynne Owens from the NCA

John Campbell said he and Lucy D'Orsi is here to talk about Protect and Prepare. He briefly gave an update on the recent attack in reading. Three gay men died at a park in support of BLM but this gathering wasn't a counter protest. The men were targeted for their sexuality and the man who was arrested was a troubled individual who has been in prison and has mental health issues. It was a very quick attack and the three men died of single stab wounds. He was assessed three time while being detained in custody and subsequently charged with murder (Section 30 offence was due to his ideology). This incident is being reviewed by CPS.

John Campbell said that Protect and Prepare is a less known category within the CT strategy, saying this covers areas such as CBRN, Organisation Development Unit, NaCTSO, Counter Drones, CT armed policing, Aviation & Maritime, ACT and International P&P. The Protect and Prepare thematic board is overseen by a ministerial oversight group and one aim is to get consistency of best practice.

Lucy D'Orsi explained the crowded places national strategy was put in place in 2007 and about readily available, easy to access security advice. At the time this was produced there was the IRA threat and this model was focus on buildings and critical national infrastructure. Presently there is a focus on the lone actor and any outdoor space is a target.

It was clear by the London bridge inquest the policy wasn't fit for purpose as the threat had diversified and there was a need to change the policy. There are ¾ million organisation that operate in crowded places in the UK and this has driven the new model to focus on small organisation and publicly accessible locations. The attack is an individual choice and the location can't be pre-determined.

The inquest recommendation from London Bridge said there needed to be a review of crowded places and the current national legislation. There is a focus on a whole government approach and drive to involve all the department. Lucy D'Orsi asked chiefs to share the views on the consultation and feedback as widely as possible on how they are looking at protected duty and identify the networks on crowded places

The mass engagement activity is designed to support the crowded places strategy. There are approximately 500, 000 different companies using the Act e-learning tool and they launched the ACT APP in March 2020 in partnership with Marks and Spenser's.

A new information sharing platform is being developed in partnership with Paul Read and this will be disseminate across CT policing throughout the UK and this will be launched in April 2021.

They first lobbied the government about a protect duty to remove protective being solely discretionary. Martyn's law, which is the protect duty, requires owners of publically accessible locations to consider risk of terrorist attacks. They can do this by showing their staff have carried out the e-learning and have the app. The ministers are keen on expanding this responsibility to general crime also.

The Organisation Development Unit training and exercising and there was a platform used to stress test the counter terrorism network and reassure that they could deal with a multi sited incident. A

virtual exercise was carried out due to COVID and this resulting in to forming an action plan and they are looking at how they can procure this platform as a delivery model for the future which will link to an online learning database.

They are looking to secure funding to procure a scaled up version of this platform as an online learning database so actions are not lost. This should be implemented by the end of 2021.

The incident in Gatwick highlighted the counter/hostile drone threat. The global drone market is going to grow to 44 billion by 2025. 2.2 million pounds have been secured from the government to invest in to developing an urgent capability to deal with the threat from drones. In the short time scales a lot has been achieved and now there is a national capability and this will be fully operation in September 2020. Forces have been allocated equipment and been trained in its use and the cost has been funded by the government. It should be noted that there are new air traffic powers coming out in August 2020. The key challenge is being able to remove an air born drone that has explosives and not hurt the public. Therefore the continued investment in R&D into these technologies is really important. Also the counter drones threat from OCG is also an issues that is needs technology solutions and this is being looked into.

A further issue with drone technology is around the data emitted from the drone. Due diligence has to be carried out to check where the products are coming from and what data trail the products have throughout their life time.

The chair thanked the presenters and the chiefs made the following points:

- The point that was made earlier around the link at a regional level is key and ensure that the governance is secure.
- Clarification was required from the paper presenting in relation to the CTFA network and search capability this should come back to CCC.
- Two papers in relation to care homes have been finalised and units are ready to process allegations of corporate manslaughter, there is a dedicated press officer and expert panel to available to assist with cases preparations.
- In relation to the resilience program - police staff investigators will continue the current practice, they will work across borders and there won't be a change of legislation.

The chair thanked chiefs and said the meeting has now come to an end.

**Decision:** Check Protect & Prepare activity and Governance in each force area.

**Decision:** Recommendations from national/ local CT exercises will be acted upon.

**Decision:** Engage and encourage others to contribute to the Protect Duty Consultation once published.

**Decision:** Promote the ACT E-learning and ACT App with business and contacts.

**Decision:** Encourage all officers and staff to watch the ACT for policing video “Your Vital Role”.

**Action:** CTSFO Dynamic Search paper to come back to the October Chiefs’ Council meeting for formal ratification on charging mechanism/cost model.

#### **ANY OTHER BUSINESS AND WRAP OF DECISIONS**

##### **Response to Care Homes Paper**

**Decision:** Chiefs noted the update.

##### **NPCC Investigator Resilience Programme – Police Staff Investigators**

**Decision:** Chiefs noted the update and agreed to feedback to Andy Cooke – Crime Ops Coordination Committee.

**Action:** Chiefs to feed back to Martin Hewitt on virtual teams format for future Chiefs’ Council meetings

See separate decision and action log for this meeting.

#### **DATE OF NEXT MEETING**

The next meeting will be held on **7-8 October 2020**.