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Extraordinary Chief Constables' Council Meeting Minutes – Inclusion and Race Action Plan

16 December 2020, Virtual Meeting

Attendees

AC Martin Hewitt	NPCC Chair
CC Andy Marsh	Avon and Somerset
CC Garry Forsyth	Bedfordshire
CC Nick Dean	Cambridgeshire
CC Darren Martland	Cheshire
DCC Julie Cooke	Cheshire
Cmsr Ian Dyson	City of London
CC Richard Lewis	Cleveland
CC Michelle Skeer	Cumbria
ACC Kem Mehmet	Derbyshire
	Constabulary
CC Shaun Sawyer	Devon and Cornwall
ACC James Nye	Devon and Cornwall

CC James Vaughan	Dorset	
CC Jo Farrell	Durham	
CC Mark Collins	Dyfed-Powys	
CC Ben-Julian Harrington	Essex	
ACC Mabs Hussain	Greater Manchester	
CC Rod Hansen	Gloucestershire	
CC Pam Kelly	Gwent	
CC Olivia Pinkney	Hampshire	
CC Charlie Hall	Hertfordshire	
DCC Chris Rowley	Humberside	
CC Alan Pughsley	Kent	
CC Andrew Rhodes	Lancashire	
CC Simon Cole	Leicestershire	
ACC Kerrin Wilson	Lincolnshire	
ACC Natalie Perischine	Merseyside	
AC Helen Ball	Metropolitan Service	Police
AC Matt Jukes	Metropolitan Service	Police
AC Neil Basu	Metropolitan Service	Police
DAC Laurence Taylor	Metropolitan Service	Police
CC Andy Adams	Ministry of Defence Police	
CC Carl Foulkes	North Wales	
CC Nick Adderley	Northamptonshire	
CC Craig Guildford	Nottinghamshire	
CC Winton Keenan	Northumbria	
CC Lisa Winward	North Yorkshire	
A/CC Jeremy Vaughan	South Wales	
ACC Jenny Gilmer	South Wales	
CC Stephen Watson	South Yorkshire	
CC Gareth Morgan	Staffordshire	
CC Stephen Jupp	Suffolk	
CC Gavin Stephens	Surrey	
CC Jo Shiner	Sussex	
CC John Campbell	Thames Valley	
CC Martin Jelley	Warwickshire	
CC Anthony Bangham	West Mercia	
CC David Thompson	West Midlands	
CC John Robins	West Yorkshire	

DCC Paul Mills	Wiltshire
CC Paul Crowther	British Transport Police
CC Simon Chesterman	Civil Nuclear Constabulary
CC/CEO Mike Cunningham	College of Policing
DC Berine O'Reilly	College of Policing
DCC Janette McCormick	College of Policing
Beverley Pickeringshaw	National Crime Agency
DCC Fiona Taylor	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
CC Chris Eyre	Sovereign bases of Royal Cyprus Police

In attendance

AC Robert Beckley	Assistant Commissioner – Op Resolve
DCC Philip Cain	North Yorkshire Police
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 Comms Manager
Stephen Henry	NPCC Business Support Officer
Simon Pountain	Business Change, National Enabling Programme
Owen White	NPCC National Enabling Programme
Lorna Mason	National Crime Agency
Supt Amanda Tillotson	Kent Police
Supt Hector McKoy	NPCC Race & Inclusion Team
Yvan Clarke	NPCC Race & Inclusion Team
Karen Geddes	NPCC Race & Inclusion Team
Angela Bellingham	NPCC Race & Inclusion Team
Khalid Mehmood	Chair ECS Network - CNC
Supt Dennis Murray	Northamptonshire Police

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 Rachel Swann – Derbyshire Constabulary
CC Ian Hopkins – Greater Manchester Police
CC Lee Freeman – Humberside Police
CC Bill Skelly – Lincolnshire Police
Cmsr Cressida Dick – Metropolitan Police
Dep Cmsr Sir Stephen House – Metropolitan Police
AC Louisa Rolfe – Metropolitan Police Service
AC Nick Ephgrave – Metropolitan Police Service
DAC Lucy Orsi – Metropolitan Police Service
CC Andy Cooke – Merseyside Police
CC Simon Bailey – Norfolk Constabulary
CC Simon Byrne – Police Service for Northern Ireland
CC Iain Livingstone – Police Scotland
DG Lynne Owens – National Crime Agency
CC Keir Pritchard – Wiltshire Police

MINUTES AND ACTIONS FROM PREVIOUS MEETING

The minutes and actions from previous meetings were not discussed in this meeting.

Chair's Update

The chair welcomed visitors to Council and congratulated the following on their appointments:

- DAC Lucy D'Orsi from the Metropolitan Police has been appointed as Chief Constable for British Transport Police.
- DCC Chris Haward has been appointed Chief Constable for Lincolnshire Police.

Police Action on Race and Inclusion Update Paper

The Chair introduced the Extraordinary Chief Constable Council, Inclusion and Race meeting and gave a brief update on the Home Office Settlement, Covid 19 and the EU Exit.

The Chair outlined the shape of the meeting ahead which consisted of work stream updates from the five strands, the central team and then move to a discussion on how to fund and move the project forward.

The Chair continued by talking about the legitimacy, importance of maintaining momentum and the difficulty in tying the project together in its early stages. Mentioning, the government commission on Race and Ethnic Disparities led by Tony Sewell and the four areas they are looking at Employment, Education, Health and Crime and Criminal Justice which has been extended to February 2021. Further commenting the importance of that decision, as it recognises the complexities of the issue, it explores the broader social aspects surrounding disparities which contextualises the impact within policing, also looking at the point that not all disparities are driven by racism but can be driven by a number of factors. And stating these factors should be taken into consideration when approaching the work ahead.

The Chair thanked the Forces that donated staff to the project team, the team itself for their work with the work streams, ISOB Chair consultations and the government achieving this against a difficult back drop and limited access to the programme board due to time limitations. Adding, Ernst and Young (EY) had been approached and agreed pro bono to assist with the Project Initiation Document (PID) which requires further work before it can be signed off and shared.

The Chair asked Mike Cunningham (College of Policing, CEO) and CC Garry Forsyth (Bedfordshire) if they would like to offer any additional comments.

Mike Cunningham added the challenge is to pull the strands together into a programme which we are in the process of doing and will require clear defined roles at the centre to lead the programme. This he stated is an urgent area which needs to be discussed after the strands have offered their updates.

Garry Forsyth said there is a degree of expectation harnessed from the July meeting amongst Forces and stakeholders. He continued the work and positive progress achieved cannot be fully articulated at this moment in time due to the complexities of the work but the urgency and pace is still very much apparent.

The Chair introduced the work streams stating this is where the work on the whole would be taking place and the central project team would be used to link the strands together.

Evidence

Fiona Eldridge (College of Policing) offered an update which included the importance of all the work being evidence based and evaluated to ensure all action is replicable and can demonstrate as having an effect. Adding the work is two-fold, firstly providing data access to the other strands to ensure it is evidence based and secondly identifying the outline framework to ensure all of the work streams are coordinated. This will deliver a more effective outcome and not continue a five year cycle of momentum which loses pace and then resumes at the beginning again. Fiona concluded that this is a real opportunity to make a major difference.

Internal Culture and Inclusivity

DCC Phil Cain (North Yorkshire) offered an update which mentioned a draft Terms of Reference (TOR) which looks at continuing the drive at national level to provide a positive experience internally and externally for Black and minority ethnic communities in a working environment with regards to supporting recruitment, progression and retention. Adding there is a resource bid alongside the TOR which will be captured in the wider Project Initiation Document (PID). Some of the key goals are to move all local Forces into a position where they reflect the community that they serve, evaluate new and existing work from the established channels and industrialising the work in the service. To bring gold standard Diversity, Equality and Inclusion examples to the forefront, promoting the service in a positive light, to build and increase levels of confidence and trust to encourage people in the Black and minority ethnic communities to join the service. Phil continued that a paper will be presented at the January 2021 Chief Constables Council meeting to put an offer from Durham University alongside Durham Constabulary to look at how we can educate leaders at Sergeant and Inspector level around Inclusion, making sure they understand their responsibilities and abilities in creating an inclusive workforce. This pilot will be widened with a commitment from 10 Forces to explore different ranges, fully understand the impact and then deliver on a wider scale across the service. They will look to further understand the outcomes of the inclusion survey which will be released at the end of December 2020 to Forces for consideration. Adding, they will expand the workforce representation and diversity toolkit with DCC Nav Malik. Finally, Diversity in the Executive lead ACC Rachel Bacon (Northumbria) is preparing a paper to present at January 2021 Chief Constables Council looking at improving diversity in the executive. Phil stated that they would welcome a discussion around this being part of the wider programme approach, to link in the with the other work streams and avoid any duplication.

The Chair invited DCC Janette McCormick to include anything from the Police Uplift Programme perspective. Janette added they are linked in with the work being carried out and the focus is around Attraction and Insight, Recruitment and Retention and then the Data Standards which cuts across different areas. The key thing is leveraging into the work streams and securing resource and funding from the Home Office where possible to support the work streams.

CC John Robins asked if recruitment of Black and ethnic minorities had increased proportionately, if not, whatever is being done will not be accepted and questioned by the Home Office and communities. Janette responded there had been an increase on last year and is in-line with the average of the last three years but it is being predominately influenced by the Met Police. Adding there is a slight increase in the overarching umbrella but 50% of those are from the Asian community. With regards to Black recruits they are working hard to stand still and to break it down further struggling to recruit Black Caribbean people, stating further significant work needs to be carried out. The Chair added this a very critical area and will be addressed by the commission setting very clear targets. The Chair invited AC Helen Ball (Met Police) to offer input due to the Met Police's focus in this area. Helen responded that the Met had aspirations to increase recruitment within Black and ethnic minorities for several years and are in the process of setting aspirations for Black Officers. The Met are hopefully for an increase in the next intake of recruits commencing in January 2021 and there will be a much stronger outreach approach working with universities, communities in London focussing on Black and Asian minority groups. Adding that setting short time frame targets should be approached with caution as this work needs time to bear fruit.

CC Andy Marsh commented on the earlier point made by CC Garry Forsyth around expectations, stating this is an issue faced individually but better dealt with collectively. The vision should be incredibly ambitious and even look to be world leading in Policing. Adding his force uses the National Equality Standard as a benchmark which has been very useful and is evidence based, showing how the force matches up in the private and public sector. Also, following Cultural Competence training which has been very useful in giving greater insight and understanding different ways of living. The response from the officers and staff has been positive and they feel empowered. Data taken from the civil servant survey he is part of, has shown an increase in self-expressed inclusion and happiness in the workplace by 20% and 30% which is seismic. Concluding, this is the kind of work that can and needs to be noticed in the big vision.

DCC Janette McCormick talked about two areas, firstly attraction and interest from communities and the amount of energy that needs to go in at the local outreach level. Really good targeted and specific work is being done in some Forces just to gain trust and confidence at localised level before recruitment is even discussed, which is not apparent in many Forces. The level of investment required and good practice needs to be shared and implemented on a much wider scale. Secondly, the biggest tipping point in going from interest to application is their experienced contact with Forces. Adding, building advocacy within the general workforce, understanding why positive action in the workforce is important. The narrative of a representative workforce needs more focus which requires a lot of hard work. Getting from conversation, to understanding and then advocacy is an important journey. With regards to attraction and process, Forces are in very different positions and it requires standard mandated processes that are followed, evaluated and then look at the adverse impact. We need those areas to be right and put energy into the community outreach with the help of Home Office resources. Mike Cunningham (College of Policing) agreed and added that we have to get to the National Standard which is mandated.

CC Lisa Winward commented that the biggest investment and vast amount of positive work carried out within communities to build trust, confidence happens way before the recruitment process and should be a large part of the ambition. The Chair agreed and added that there is a need to recognise and be prepared to invest in a big ambitious project.

Use of Powers

CC Alan Pughsley updated the group on positive work being carried out but a lot more needs to be done, highlighting a self-assessment which was sent to all 43 Forces and 16 Forces had yet to return their form. The self-assessment asked for data on the here and now, future and aspirational work. To bring together all the work produced in Forces, understand it collectively and move forward, adding he needed the self-assessments returned from the Forces yet to respond to get a full picture. He stated that a clear and agreed Terms of Reference (TOR) had been produced for the Use of Powers and the three areas it covers. A lot of exceptional work has been carried out in all three areas, there are good processes in Forces around scrutiny, clear governance, clear identification and understanding with regards to disproportionality or proportionality, alongside lots of public engagement and academia supporting the work through all the data that has come back. Alan concluded that the work required significant resource and financing to progress and the task is to bring it corporately together, and empower people locally in the same way as the Officer Safety and Staff Review.

CC Olivia Pinkney asked about the Road Traffic Act Powers to stop vehicles, currently there is no requirement to record in the normal way and will it be looked at in the same way, as this is an area they have explored locally. CC Pughsley responded that it is something that has been looked at but if you do every Use of Power it is incredibly wide, so there is a focus on a number of areas which will be expanded. AC Helen Ball (Met Police) mentioned the recently published Action Plan from the Mayor of London which is designed to build confidence with Black communities and accountability of the Met Police. With regards to Road Traffic stops there are two things, firstly to influence the government to change regulations around recording of data and secondly to carry out a pilot of recording that data which the Met has agreed to and are in the design process.

CC Carl Foulkes commented on a local Black Lives Matter event he attended where Stop and Search was the only thing they wanted to discuss and the impact it has on local relations with a strong and powerful view.

Community Engagement

CC Gavin Stephens gave an update which included the need for a big ambitious approach with world class standards in community policing and part of the challenge is the uncertainty of what world class standards look like. It requires a rapid evidence base and they are in the process of capturing evidence on a national level, get the good cause for practise and then build it into field work. Unless practises, day to day methods and engagement on the street are updated we will not see the significant step change we need. Furthermore, the measures to go with that some of which is contained in the Crime Survey of England and Wales. A lot of Forces don't have nuanced confidence and trust data at a local and right demographic level, to know if confidence and trust has changed in Black and minority ethnic communities to advocacy. Adding that extra Race and Inclusion elements will be included in the upcoming peer review in January 2021.

Strategic Communications

CC Gavin Stephens outlined the two strands of communication, firstly around the programme itself and what the service is doing and secondly the strategic element which is to influence behaviour change inside and outside the organisation. There has been work carried with the Home Office on behavioural insights and costing proposals but no funding has been secured at present. Also, understanding the benefits of activity through the Police Uplift Programme and current practise in Forces to enable a wider distribution and inform the successes. Finally, the accessibility and transparency of data to enable and demonstrate greater insight within communities. Nicola Growcott (NPCC Head of Comms) added the need to link up with the other work streams to get the audience insight and help shape the programme.

The Chair talked about the central team and their work with the strands, gathering information and measuring the different elements which will help shape the programme. Also, their work to define the criteria for the Independent Scrutiny Oversight Board Chair (ISOB) selection process which is

critical in terms of legitimacy. Adding, the central team is where it is important to bring all the areas together, the ability to support the work and find further financing to enable significant progress.

CC Dave Thompson said he feels this is a very important area and accepts the challenges but the paper is not very clear in what has been achieved since the June 2020, Chief Constables Council meeting, and a feeling of personal and collective vulnerability on the current position and the need to really sharpen up around it. He made two further points, firstly the work is very good but quite simplistic. Secondly, there is a timeline on this and referenced the Dalian Atkinson case, continuing that he understands the big ambitious approach but it can lead to things that are intangible or become overawed. This generation of Chiefs have to make things better and there is a worry that they need to fix it, there are some bits that may be drawn out and fixed, however there is a danger enough progress will not be achieved due to thinking too widely. He suggested the paper needs to come back in a better place with clearer deliverables and outcomes at the January 2021 meeting. The Chair responded that he agrees with the points made, adding that there is a lot of practical work being carried out in the work streams and the challenge is to link it all together to achieve a collective movement within Forces and a more detailed paper will be presented at the January 2021 meeting.

AC Neil Basu commented on how he would be feeling if he was a member of staff that listened in on the June 2020 meeting, positive that there is still an appetite for change but feels the paper is too 'vanilla' and appears not much has moved forward from historical iterations. He said, staff would be looking for permanence, actions, outcomes and accountability. Using a recent Met police meeting as an example stated that it was focussed, targeted and strong which would create a massive positive and negative reaction which he feels people would welcome. Reiterating that a focus on permanence from the current Chiefs would last for a generation and the benefit of central team as a programme management office to bring all the elements together for best practise. Neil highlighted, the strategic issues of the legal aspect and using the Equalities Act to make a fundamental difference very quickly and look to agree at Chiefs Council collectively as something to pursue. This would be an incredible announcement and watershed moment for policing. A framework for all Chiefs should be introduced and not individually in Forces, there should be local accountability in what is published and the level of investment. Adding, he would be encouraged as a staff member that a number of powerful people are deeply interested in turning the corner on this and strategic communications should take that and run with it.

CC BJ Harrington commented that the question asked by staff and the local community is what have Chiefs' actually done which will be different in all areas. With regards to ambitions everyone has statutory required equality objectives which are published each year. His objectives are now strong, clear and published, which he will be held to account under Race Equality legislation each year. He said this is really important to use as a statement and show real intention to attract, retain and improve progression of people from a variety of backgrounds. Adding, that an active brave approach had been adopted locally which has subsequently shown an increase of Black, Asian and minority ethnic recruitment within his Force.

CC Gavin Stephens said a challenge is the lack of field work in place to capture all the good work taking place in Forces. It will require significant resourcing and funding to expand and deliver real tangibles and framework for the service.

CC Shaun Sawyer stated that he fully supports the work and points made by colleagues, he would like further discussion with regards to the vision on inclusivity, as the paper is very specifically race based which could be interpreted as being narrow depending on the local demographic. A point on the risk register he is not getting is how many 'death following police contact' are going to hit the media and it is important that is known to the NPCC and shared. And finally, he is happy to follow other forces work but there are local issues he would like to lead on and is flexibility available.

Mike Cunningham summarised four areas of agreement: The level of ambition is deliberately high and provocative for which the programme will be held accountable, there is a collective view from Chiefs of the importance of this work, a lot of work has taken place and continues in some Forces which hasn't been captured and there is much more to do live up to the expectations. This provides the basis of progression and we require the resourcing to match the level of commitment and aspiration. Adding, a benefit of having a Chief Officer leading this programme at the centre to coordinate and drive the programme forward, using the advantages experienced by the Police Uplift Programme as an example. Requesting support to progress the work, indicative costs have been produced for the first year of work of 2.5 – 3 million pounds which would be in a detailed business case to present at January 2021 Chiefs Council meeting.

CC Andy Rhodes commented significant funding and weight needs to put behind this national programme, it is an opportunity to show Forces are serious in tackling this issue, a chance to take a closer look at local systemic processes which have prevented progress and share the good work implemented by some Forces. Mike Cunningham added as well as Forces sharing good practise effectively, it would identify gaps and enable improvements.

CC Dave Thompson commented that a more detailed paper needs to be presented at the next council meeting with more precision and a business case. Stating, currently the scope is a bit wide, unclear in some areas and certain issues need nailing down. He continued, he would like to see some choice and definition around scale of funding and which key areas of the programme require priority.

ACC Helen Ball (Met) commented the financing requires more detail on the scope and contribution from the programme, with no duplication or overlap in Forces. Adding, there is a need to find the right thing that works well.

Beverley Pickeringshaw (NCA) commented at the National Crime Agency they are undertaking very similar work and looking at all areas with the same scrutiny and lens. The work is critiqued by civil servants and other groups which could be shared and incorporated as a partnership into this programme.

CC Simon Cole commented it would be very useful to have the finance and benchmarking aligned which would be a sensible thing to do. The Chair agreed and added that it is a challenge as a collective to achieve and that Forces will and can do things very differently.

CC Gareth Morgan stated he was conflicted as for his Force this is his responsibility, there is local progress and it is driven by the Force. Adding, he was unclear the value of funding a central team

and what it would add to what he was already doing. CC Carl Foulkes added that he was in the same position as CC Morgan. Mike Cunningham responded that it could be done locally but also national sharing of good practice and expectations of achievement, if everyone adhered to the best, which would require some type of central coordination.

DCC Phil Cain commented using the Wellbeing and Inclusion survey as an example, and the insight that Forces have a local responsibility but the value has been maximised by the national investment. Inclusion should be seen in the same light, the challenge is, it is not coordinated nationally therefore best value has not been achieved. Adding, subsequently local or national communities do not see it being engaged with properly.

CC Gareth Morgan commented why national coordination would deliver him his legal obligations of his equality objectives, plans around recruitment and external challenge. Adding, he needs to see what a central team would do differently to what he is already doing in Force. Accepting it is a national challenge but Forces should be stepping up and dealing with it individually. CC Alan Pughsley added the Officer Staff Safety review which has central approval is a good example of national consistency, tone, recommendation and direction but also empowers local development.

AC Neil Basu commented with regard to CC Morgan's point there is a wider issue where Police leaders have to answer for the profession on a whole and not individual Forces. Adding, a national approach is required with a central team which will coordinate data, best practise nationally and add gravitas.

CC Andy Marsh stated the need to discuss what best could be looked at locally and what could efficiently and effectively delivered nationally. Central coordination is required but with leadership, vision and commitment of senior leaders in Force. Achieve clarity on what is delivered centrally and what is done locally. He is happy to finance the area which requires coordination and the degree of commitment locally is then decided by the individual Force.

Mike Cunningham summarised the meeting as a discussion on the requirement nationally and what is achieved locally and how they come together. The Chair said the aim is to look at the structure, detail and clarity with various options, adding the value and form of central coordination. This will be the basis of the paper presented at the January 2021 Chief Constables Council meeting.

T/Supt. Karen Geddes (West Midlands) commented there is a danger of an initial emotive response followed by a period of reflection, leading to a step back which will let a lot of people down. A collective response is required and if it is not happening in your area it does not mean it will not affect your Force. Adding, it would be wonderful to have a national visual product which says Black lives matter. Karen continued, it is not about what is being done locally it is about standing up nationally and saying this is what we stand for, our principle and charter. Care needs to be taken over what is being said as it can be perceived as looking at ways around progressing the work and issue. It feels like a step backwards as opposed to brave steps forward.

The Chair responded to the point about it taking a step backwards. Saying, it is challenging to deliver across all forces and doesn't think people are trying to back away, more so find a way forward in a structured way, to produce something that will make a difference and the wider understanding of

delivery, which is a good challenge. Mike Cunningham added it is important to have Karen's perspective, as if staff were in the meeting, as they are, to know how they feel.

The Chair concluded the meeting.

Decision: The Inclusion and Race Project Team and Programme Board will produce a detailed paper to present to Chiefs at the January 2021 Chiefs' Council meeting.

ANY OTHER BUSINESS AND WRAP OF DECISIONS

Stephen Kavanagh gave a presentation on the UK Police Memorial.

See separate decision and action log for this meeting.

DATE OF NEXT MEETING

The next full Chiefs' Council meeting will be held on **20-21 January 2021**.