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Chief Constables' Council Minutes

7-8 October 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 Rachel Swann	Derbyshire Constabulary
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
CC Olivia Pinkney	Hampshire
CC Charlie Hall	Hertfordshire
CC Lee Freeman	Humberside
CC Alan Pughsley	Kent
CC Andrew Rhodes	Lancashire
CC Simon Cole	Leicestershire
CC Bill Skelly	Lincolnshire
CC Andy Cooke	Merseyside
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
CC Matt Jukes	South Wales
DCC Mark Roberts	South Yorkshire
CC Gareth Morgan	Staffordshire
CC Stephen Jupp	Suffolk
CC Gavin Stephens	Surrey
CC Jo Shiner	Sussex
CC John Campbell	Thames Valley
CC Martin Jelley	Warwickshire
CC Anthony Bangham	West Mercia
CC David Thompson	West Midlands
CC John Robins	West Yorkshire
CC Keir Pritchard	Wiltshire
CC Simon Byrne	Police Service for Northern Ireland
CC Paul Crowther	British Transport Police
CC Simon Chesterman	Civil Nuclear Constabulary
CC/CEO Mike Cunningham	College of Policing
DG Lynne Owens	National Crime Agency
DDG Steve Rodhouse	National Crime Agency
CC Iain Livingstone	Police Scotland

Brig Vivienne Buck
Wg Cmdr Mike Dixon
Cmdr Dean Oakley
CO Ruari Hardy
CO Gary Roberts
CC Chris Eyre

Royal Military Police
Royal Airforce Police
Royal Navy Police
Guernsey Police
Isle of Man Police
Sovereign bases of Royal Cyprus Police

In attendance for Session 1

Kit Malthouse MP
Nathan Oley
Hector McKoy
Angela Bellingham
Yvan Clarke
Lara Horsley

Minister of State for Crime, Policing and the Fire Service
NPCC Inclusion and Race Equality in Policing Team
NPCC Inclusion and Race Equality in Policing Team
NPCC Inclusion and Race Equality in Policing Team
NPCC Inclusion and Race Equality in Policing Team
NPCC Comms Team

In attendance for Session 2

Gemma Stannard
Lianne Deeming
PCC Matthew Scott
Lara Horsley

Norfolk Constabulary/Op Talla
Director, Bluelight Commercial
Police and Crime Commissioner for Kent Police
NPCC Comms Team

In attendance for Session 3

DCC Jeremy Vaughan
DCC Amanda Blakeman
Juliet Gardner

South Wales Police
Gwent Police
NPCC Comms Team

In attendance for Session 4

Chief Constables only session

In attendance for Session 5

ACC Stuart Murray
DCC Jon Stratford
ACC Tim De Meyer
DCC Tony Blaker
Lara Horsley
Claire Bourne

Hampshire Constabulary
Gloucestershire Constabulary
Thames Valley Police
Kent Police
NPCC Comms Team
NPCC Courts Portfolio Staff Officer

In attendance for Session 6

DAC Richard Martin
HMI Matthew Parr
ACC Owen Weatherill
DAC Lucy D'Orsi

Metropolitan Police Service
HMICFRS
NPoCC Lead
Metropolitan Police Service

Ch Supt Martin Brunning	Cambridgeshire Constabulary
Georgina Wade	Counter Terrorism Policing, Metropolitan Police
Nathan Oley	NPCC Inclusion and Race Equality in Policing Team
Hector McKoy	NPCC Inclusion and Race Equality in Policing Team
Angela Bellingham	NPCC Inclusion and Race Equality in Policing Team
Yvan Clarke	NPCC Inclusion and Race Equality in Policing Team
Lara Horsley	NPCC Comms Team

In attendance for Session 7

DCC Janette McCormick	College of Policing
Nic Pole	College of Policing
Nathan Oley	NPCC Inclusion and Race Equality in Policing Team
Hector McKoy	NPCC Inclusion and Race Equality in Policing Team
Angela Bellingham	NPCC Inclusion and Race Equality in Policing Team
Yvan Clarke	NPCC Inclusion and Race Equality in Policing Team
Emily Cheasty	NPCC Comms Team
James Hurley	Hertfordshire Constabulary, NPCC Lead on Pensions

In attendance

AC Robert Beckley	Assistant Commissioner – Op Resolve
CI Nikki Leech	South 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
Antony Bushfield	NPCC Media and Digital Manager
Anastasios Vourexakis	NPCC Comms Manager
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 Richard Lewis – Cleveland Police
 CC Mark Collins – Dyfed-Powys Police
 AC Neil Basu – Metropolitan Police Service
 CC Stephen Watson – South Yorkshire Police

CC Stephen Jupp – Suffolk Constabulary

MINUTES AND ACTIONS FROM PREVIOUS MEETING

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

Action Log

Action Number 10.16 (January and July 2020) – Future Allocation of National Charges (Action Owner CC Michelle Skeer):

Action Closed - Finance Coordination Committee and CC Skeer confirmed there is a clear view that ICT Charges is an issue for the Home Office to look at. The paper was agreed at Chief Council and if the quantum is significant it would need to go to PCCs for approval. PACCTS supports

Action - July 2020 – NPCC Operating Model (Action Owner NPCC Central Office):

Action Open - Paper will be submitted to the January 2021 Chiefs' Council meeting.

Action Number Session 1 – Regional Papers (July 2020) – National Standards for Workforce Data (Action Owner – Janette McCormick)

Action Closed - The team have mapped all 43 forces and a project team was set up. An indicative figure of £75k has been provided and a suggestion from the team would be willing to fund from the Uplift budget. A further response paper has been submitted against the action to the October Council meeting for Chiefs to review and agreed.

Action Number Session 1 – Regional Papers (July 2020) – National Youth Engagement Capability (Action Owner CC Jo Shiner):

Action Closed - This is now complete, with a number of forces contributing, and positive picture re future bid/stakeholder 'sponsorship' of scheme. All actions complete.

Action Number Session 5 – (July 2020) – Digital Forensics Strategy (Action Owner CC James Vaughan):

Action Open - Paper to be presented at the January 2021 Chiefs' Council meeting.

Chair's Update

The chair said there are 3 new appointments;

Rachel Swann is the new Chief Constable for Derbyshire, Matt Jukes has been appointed as an Assistance Commissioner in the Metropolitan Police and Richard Ullger Gibraltar is Commissioner of the Royal Gibraltar Police Force. Finally, Shaun Sawyer is now the NPCC Chair for Performance Management Co-ordination committee.

He also said thanked Bill Skelley from Lincolnshire and Mike Cunningham from the College of Policing (CoP) as they are retiring and wished them well for their futures.

The chair said July's Chiefs Council discussions on race, inclusion and equality was successful and there was positive feedback from these discussions. Since then there has been a lot of work carried out and this will allow the work to progress.

Chiefs will be aware Crest Advisory was commissioned in August to provide advice on program governance. The Program board is jointly chaired by Martin Hewitt and College of Policing (CoP). Attached to this there will be an additional stakeholder group that will link into the Program board and they will form an independent scrutiny & oversight board. All members will be independent including the chair and therefore will be able to scrutinise how the work is being taken forward. This group will have a number of forums and this will allow representatives to feed in for maximum oversight and ensure both efficiency and legitimacy in the process. The first stage of work is to develop selection criteria for the chair of the independent board and to achieve this they are carrying out consultation to ensure the criteria is credible and robust. A clear narrative is also being produced to explain the progress that's being made on sector engagement and this will be turned into a business plan in order to secure the necessary funding. There are three strands of activity; what is happening internally, the use of powers, community engagement and each of these areas are continuing to ask key questions and these strands of work will come together for the first time next week.

The chair has linked in with the APCC Race Disparity group around the work they are progressing. There is work being carried out by MOPAC on an action plan on race issues for London and the chair has met with Sophie Linden, the Deputy Mayor and is also linking with Helen Ball in the Metropolitan Police Service. Lastly he has met with Dr Tony Sewell who is Chair of the Commission on Race and Ethnic Disparities for the government, to understand what is involved in their work. There are four areas the government is interested in and this is: employment and the economy, education, health and criminal justice and policing. They have been tasks to present to the government in December a number of recommendations in these areas for the work that needs to be done. There are two areas in particular they are focussed on which are; representation and progression and misconduct and fairness at work in the police service. Once they have made they have formally made their recommendations, then the relevant government department will be responsible for its delivery. There will be an opportunity to feed into this group and they will be ambitious in what they wish to achieve.

Mike Cunningham from the College of Policing had some reflections to make. He said since the last Chiefs Council there has been a sense that policing is being very closely watched around this work and the seriousness of policing's intent. The public will believe progress when it happens and there are concerns that deadlines against the action plan won't be met or at least will be delayed. He confirmed the focus is on race and this was agreed at last council. There is a need to put the right infrastructure in place including funding to ensure that we deliver against the expectation that is out there.

The chair said that reason why they use the phrase inclusion and race was because they wanted to get the point across that there is a wider group within race and the aim is to achieve inclusion.

Ian Hopkin said that the Durham survey is on the NPCC website and inclusion is the focus of the survey. He supports the attention on race inequality and will provide the link to their work. He said there should be more commentary on the social issues that lead to inequality and those who come in contact with policing. For example black children are three times more likely to be excluded at school and half the prison population has been excluded from school. Black people are four times more likely to be detained under the mental health act. There is a need to hold other public sector agencies to account whilst being candid about what police needs to do.

Chiefs made the following comments:

Avon and Somerset have funded a Lammy review board and policing is only one of five themes and this has been well received by other partners.

There is a need for the NPCC to get the external messaging about its position on other protected characteristics and a clear narrative that the focus is on the black community not the wider group.

A letter will be sent to forces to get a clear understanding of what actions all forces are taking on race and inclusion.

The chair said that he also wanted to open the discussions with chiefs on how they provide the funding to allow the NPCC to carry out the plans they have made. He asked if there were any forces adverse to contributing to this program.

Chiefs supported this.

There was a question around co-ordinating the research looking into diversity issues and the CoP confirmed they will send a communication out on this.

Dave Thompson suggested a way of assessing forces contributions based on what the costs are, which forces are already contributing and work out how it is distributed.

The chair said that the communication is due to be sent out by next week and he will share this with the Metropolitan Police and the Mayors office prior to this in order ensure that they are be

The chair told chiefs he will provide an update on the NPCC Operating Model. He said that a full proposal will be provided at the end of year once the spending review has been announced. However, the program is moving forward and three members of staff have been recruited to assist with the design and implementation of the program. The posts are performance and strategy and business and capability posts and an advisory board has been created. The main challenge will be around the individual Police Crime and Commissioners and there is overall support from the APCC. The chair said that part of the Home Office submission in the spending review is to fund next stage of the implementation of the operating model. There are a number of chiefs on the advisory board who represent the regional policing view.

The chair explained that the review of Police Crime and Commissioners (PCCs) is taking place and the Home Office is in phase 1 of the review and this will end this month. There will be recommendations

from the review made to the Home Secretary and these will include themes around accountability, resilience, relationship with chief. It will include an option to move to a mayoral model and have the fire service as part of their responsibility. An advisory board has been set up and both Martin Hewitt and Matt Jukes (providing the Welsh perspective) will attend these meetings. NPCC have submitted their feedback and there is separate submission from CPOSA.

Chiefs asked about force representation for the NPCC submission. Chair said it wasn't practicable to have all 43 forces to provide feedback so they held a focus group to create one joint NPCC submission. The findings and recommendations will formally be announced on Friday and phase 2 will start after the PCC elections.

The chair explained that the NPCC Vision 2030 is being developed and he has had discussions with APCC about the next steps. He said they need to establish the Home Office's role and what chiefs requirements are. This vision is a joint piece of work between the NPCC, APCC and College of Policing which needs to consider if a board with all three organisations will help shape the sectors perspective. Chiefs agreed it would be constructive to have a forum to consider the vision, direction and system view of future of policing.

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

Matt Jukes appointed as Assistant Commissioner in the Metropolitan Police Service

Rachel Swann appointed as Chief Constable for Derbyshire Constabulary

Richard Ullger appointed as Commissioner for the Royal Gibraltar Police

Shaun Sawyer appointed as Chair for the NPCC Performance Management Coordination Committee

Inclusion, Race and Equality in Policing

Action: A full assessment will take place on the funding requirement for Inclusion, Race and Equality and Op Talla. A review of funding options will be circulated that takes consideration of existing contributions being made by forces.

Action: NPCC to share Inclusion, Race and Equality comms with chiefs for comment before external full publication.

Operating Model Update

Decision: Paper to be presented to the January 2021 Council meeting as per the above ongoing action.

Vision 2030

Decision: Chiefs agreed on continued work and completion of the vision 2030 alongside the College of Policing and APCC.

Action: Agreed to continue development of a sector board to oversee progress towards the vision 2030. Options to be presented to Chiefs' Council once developed.

Home Office Review - Police and Crime Commissioners (PCCs)

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

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

Op Elter Update and Report for the Undercover Policing Inquiry

Decision: Chiefs noted the update

Investigation Management – Criminal Justice

Decision: Chiefs noted and supported the paper. Paper will be discussed as part of session 5 - Criminal Justice Update in the agenda

Provision of Dynamic Search by the CTSFO Network to Forces in England and Wales outside London

Decision: Chiefs agreed the paper. CC Chesterman has liaised with the South East region on their issues raised and confirmed the region now supports the paper.

Digital Ethics Proposal

Decision: Chiefs supported the principle and position of the paper but funding will need to be reviewed and paper brought back to a future regional Council conference call. A review of whether a proposal should come back on the establishment of a wider committee capability should be discussed with chiefs. An update on this paper will be discussed in session 7 on Workforce.

Criminal Justice Coordination Committee Overview and Update

Decision: Chiefs noted the paper. Paper will be discussed as part of session 5 - Criminal Justice Update in the agenda

Regulating, Standardising and Professionalising Language Services through the Police National Framework

Decision: Chiefs agreed the paper and CC Cole has liaised with the North East and London regions on their concerns.

Integrated Offender Management and Electronic Monitoring Update

Decision: Author of the paper needs to liaise with the regions due to concerns around the transfer of cost and risk to the Police with increasing use of tagging - Paper will be discussed as part of session 5 - Criminal Justice Update in the agenda

Business Case to Evolve the NPCC Approach to Biometrics

Decision: Chiefs agreed the national approach provided makes operational sense. However, the importance of aligning this work with the work of the Forensic Capability Network and discussion on funding was raised. Paper to be discussed further as part of Session 3 Crime Business Area update on the agenda.

The Quality Assurance of CED (Taser) Training to specially Trained Officers (STOs).

Decision: The paper was a late submission. Paper will be discussed in session 6 in the agenda against the regional feedback provided.

Connecting Policing to the Criminal Justice Network

Decision: In principle greater use of digital solutions in the CJ System is supported. However a number of the regions agreed the VRH paper is outdated and were looking to withdraw from this. Paper will be discussed as part of session 5 - Criminal Justice Update in the agenda.

OPAL Team Funding Business Case 2020-2023

Decision: Paper will be discussed as part of session 3 Crime Business Area update on the agenda.

Policing Minister

The Policing Minister, Kit Malthouse, thanked the chair for inviting him to this meeting and said he wanted to give his reflections around crime and the spending review. He thanked chiefs for their hard work during COVID and recognise their efforts. He said that crime is rising back to pre COVID levels and the priority areas are homicide and violence. The Home Office are carrying out analysis around why this rise is occurring.

The Policing Minister commended on the work carried out on county lines and said the Prime Minister is very focussed on this area of policing. For a long time this crime type has not been understood but Operation Venetic has highlighted the extent and scale of organised crime. The Policing Minister said that gripping the transport network is key. He recognised that the roads and rail networks are the arteries of legitimate business and felt that it is also the case for criminal activity. He said that the objective is to degrade criminal activity and controlling transport is key in doing this.

Secondly the Policing Minister felt that suppressing the drugs flow through using key skilled individuals will have significant impact in reducing availability of these drugs. Linked to this, the Policing ministers emphasised the importance of a prevention model and said this is a key focus of the National Policing Crime Board (NPCB) and they are looking at homicide and prevention plans. The Policing minister said he recognises the need to focus on the gateway crimes that result in the more serious crimes.

Finally, the Policing Minister said he attended the Excellence in Policing conference. He said the government through the National Policing board are committed to the uplift and hopefully policing will get the budget for the uplift through the Spending Review bid. Crime is a key priority for the Treasury and therefore the Minister is confident policing will be granted funding to support this.

The following discussions took place between chiefs and the Policing Minister:

The policing minister said he was confident that policing would get a three year settlement and a broad sense of direction on the key programs including the uplift.

The minister said he is happy to negotiate with other ministers if other public sector agencies are draining on policing resource.

The minister agreed that modern policing is founded on good data and understanding through the granularity and detail about what is happening. There needs to be a direct conversation with the ESN, LEDS and Airways program SROs and NPCC leads to work out a solution. The policing ministers will engage with chiefs over the next three week and work on this with them.

From the PCCs review the policing minister hopes for a more strategic role for PCC and said there are discussions around including the fire under their remit. He also raised offender management and said this could become a function of policing.

The policing minister said he is focussed on overall Minister of Justice including policing. The challenge is court waiting time and this needs to be addressed as a national emergency. He asked chiefs to forward to him any forced based examples of issues they were facing.

Chiefs raised issues with the demands of HMICFRS inspections. A number of inspections have started and during COVID this is too resource intensive for policing. The chair agreed to gather a range of examples and send these collectively to the Policing Minister.

Action: Chiefs to submit key thematic areas on savings to deep dive in for the spending review and submit to CC Thompson.

SESSION 2:

Comprehensive Spending Review

Dave Thompson said he wanted to update chiefs on the spending review and introduce Blue Light Commercial who will provide an update on their work.

Dave Thompson introduced both Mathew Scott, the PCC for Kent, who is the chair of Blue Light Commercial board and Lee Freeman who is the Chief Constable for Humberside and is a board member.

Mathew Scott said that by working together they have already had successes and in 2018 they had a commitment to delivered 100 million pounds of savings and they are making good progress to deliver this by the end of the financial year. He said it is worth noting that since 2015 they made 437 million pounds worth of procurement savings against an original target of 350 million pounds therefore the collaboration between police forces and PCC successfully delivering against efficiency and effectiveness targets for the public. He explained that Lianne Deeming from Blue Light Commercial (BLC) is taking forward working on efficiency and effectiveness on behalf of policing and will update chiefs on the work she is carrying out.

Lianne Deeming said her presentation outlines how policing needs to take procurement forward within the current commercial and political climate, for example, the Prime Minister has a drive on sustainability and de-carbonisation.

Lianne Deeming explained that Blue Light Commercial was set up on the 1st of June this year and she has been in post since the 18th of May. She updated chiefs on her professional background and outlined what BLC was set up for and its operating model. She has focussed on the areas within the business case and has had support from the Home Office on how to take this forward. Her challenge to the Home Office is on the way their analysis of financial data in terms of future spend is calculated. She said consideration needs to be given on collaborative spend and value for spend but she is primarily concerned about where they can't get access to financial data i.e. pensions, COVID testing and CoP.

Lianne Deeming said that BLC are feeding into the CSR by providing an analysis of projected savings up to 2024. These savings can be made by managing supplier contracts, adopting a shared services approach and revisiting a deep dive survey into 17 forces management of spend by the end of December. The survey findings on forces working more efficiently will be available next year. She provided an overview of the BLC and the funding that has been agreed by the Home Office. She has recruited 22 staff members and 12 staff are due to join by December 2020. Policing needs the support of legal, commercial and financial expertise and she is recruiting staff with these skills. This will allow her to create an analytics group and have a variety of skills sets which will be beneficial to providing a market understanding and commercial advice. Additionally, she feels that the supplier market can be expanded and they are taking over the analytics role of National Commercial Board so will provide the reporting of policing and support the local teams.

Lianne Deeming explained that the BLC vision is to be the trusted partner to forces, to be the preferred commercial service for suppliers and to develop and deliver a journey to commercial excellence. She said Blue Light Commercial is a contracted authority which will allow them to support a large collaboration to put in place the agreement and a schedule of what is required for each contract. As part of this they have recognised that there is a need for a 10 million pound facility so there would be an immediate supply chain available to forces and they have written to the Home Office to support this.

Lianne Deeming outlined the planned category activity work and this is as follows; shared services, fleet, ongoing management of PPE, people services and critical suppliers. Additionally, she said optimising demand management and use the carbon management is a key focus. They are also looking at a potential outsourced model for aviation.

Chiefs asked the following questions:

- It is important for policing to understand their demands, the supply chain in that market, have competition when the market moves and have the correct KPIs built into the contract.
- There was a question around when the fleet will be available and Lianne Deeming said she will check the exact timescales.

- BLC will jointly work with the Police ICT company and looked at their spend analysis and the commercial capabilities. There is an opportunity to integrate and work in partnership, to eliminate duplication.
- Policing is spending a lot of money administrating 40 different pension schemes and this is not cost effective so would be looking to draw on BLC to assist.
- Chiefs were encouraged with the Policing Ministers comments about the need to invest in the uplift and organised crime and chiefs need more clarity around the government's allocation criteria of funds for the uplift across forces.
- Dave Thompson said he will look to get more clarity from government on their allocation criteria and the requirement on productivity.

Dave Thompson thanked Mathew Scott and Lianne Deeming to help support the NPCC. He wanted to briefly update Chiefs on the spending review saying they remain in a holding position and said that chiefs recognise the need for investment in serious and organised crime through the uplift program. The areas chiefs need clarity on is around the allocation of officers across forces and what criteria the government are using to determine this. Dave Thompson confirmed that the only area where government have stated uplift funds should be allocated is in serious and organised crime.

There will be a requirement from government on productivity and efficiency and they are waiting for information on this. He said the other issue to look at is the non-cashable activities or efficiencies and asked chiefs to look at some examples to provide government.

Action: Chiefs to submit key thematic areas on savings to deep dive in for the spending review and submit to CC Thompson.

COVID Recovery and reform:

The chair told chiefs that they are waiting for the government's letter on Thursday announcing 30 million pounds worth of additional funds to forces to provide demonstrable COVID enforcement. This money will be allocated to forces via the funding formulae and they will look to have a discussion on what a tangible benefit mean.

Data from Operation Talla will provide information that can be used as evidence to government on policing's enforcement capability but the chair emphasised policing isn't the only sector that carries out enforcement. Martin Hewitt said he has an appointment with the PM's adviser on Friday and will feedback to chiefs after the meeting. He confirmed there is another 30 million pounds to fund COVID marshals but this would be separate to the additional COVID allocation for policing. The policing fund allocation will be determined through the funding formulae and the chair confirmed the allocation for forces in Wales will be transferred to Welsh government in the first instance but how the funds are then allocated is currently unknown.

The chair said he wanted chiefs to understand what work is being carried out on the recovery program and chiefs to agree on what the focus should be. He invited Gemma Stannard to give her presentation on COVID Recovery and reform:

Gemma Stannard said she recognised that chiefs are talking about reform and a recovery program when the UK is moving into a second wave. She said business as usual demand is back to pre-Covid-19 levels in many areas which adds to the pressures on resources. There is a split between long term learning gathered from the information from the first wave of the lockdown while trying to deal with the current issues and she would like to find out from chiefs if they are still signed up to plan. She said there is a need to maximise assessing impact on police service delivery and their partners.

The information they are collecting on the ongoing response is being reviewed and based on evidence changes can be made including identifying benefits. The key updates around reform priorities have been defined following extensive consultation across policing. Forces have been asked to submit their 10 learning points and to further understand key areas that need to be looked at.

This strand is taking a benefits led approach and the program seeks to ensure the future improvement and development of policing is informed through a clear understanding and assessment of the impact and learning from Covid-19. There will be a tangible evidence based benefits management approach. Future research will focus on understanding the impact from Covid-19.

Gemma Stannard said that priorities in three reform work streams have been established following extensive stakeholder consultation. Work is now taking place with coordination committees to identify if there is any ongoing work in the priority areas or if there are gaps that the program can help address.

Additionally, engagement continues with the College of Policing, HMICFRS, GO-Science, Research funding bodies and the CJS Recovery and Reform programmes to ensure all work in priority areas remains aligned. CREST Advisory have also shared their draft summary findings from a recent public focus groups to help inform police decision making at a key time in responding to the pandemic.

Gemma Stannard said police officers need to wear PPE to ensure confidence and legitimacy of policing.

The next steps are:

- To work with business leads to consider opportunities for improvement and ensure there is a link to existing activity.
- Learning will be sent out to the forces to benefit all phases of response, recovery and reform.
- Consider in more detail through mechanisms such as knowledge sharing events and review areas where learning is more limited, such as operational policing and equality, diversity and inclusion.
- The Programme will explore a learning exercise with representation such as NPCC Coordination Committees, Op Talla, Home Office etc.

- Analysis of an Organisational Learning Survey is also being progressed with the support of The College of Policing.

Chiefs said that it is important to emphasize to government that the public perception of policing legitimacy is vital and needs to be considered when making any decision on further approaches to policing COVID.

Chiefs support the work and its being used operationally.

Decision: Chiefs agreed the programme's request to continue ongoing engagement with the programme team and for coordination committee and portfolio leads to act as senior users in relevant priority areas.

SESSION 3:

Crime Business Area Update

NPCC Approach to Biometrics with update on Facial Recognition

Andy Cooke confirmed that the reference in the cover paper to the financial breakdown is the NRE not core grant allocation and they need to be closely aligned to the Home Office.

Alan Barr said that biometrics is an important capability for police. The use of biometrics in the private industry is extensive and there is the potential to use this in policing. However, he said the current landscape is disjointed and this needs to be realigned. The NPCC needs to be clear about its requirements including addressing the ethical and diversity needs.

Alan Barr explained the range of areas that biometrics cover including physical or behavioural characteristics that can be used to identify individuals. He said that there is already good practice in finger prints and DNA testing and the biometrics is wider than just these traditional model. All forms of digital data can be exploited by artificial intelligence technology and this can assist on areas like borders.

A co-ordinated approach is needed to look at how ethical and legitimate practices is policed and communicated to the public. There are a number of commissioners who have a role in governing the use of this data and the development a biometric framework is needed across criminal justice. There are significant evidential opportunities but there is a responsibility to staff and victims so this must be carried out in a co-ordinating manner.

Alan Barr said there is growing awareness about opportunities a biometric program can provide and a strategy has been identified but it can't be implement without funding.

Facial Recognition Technology

James Vaughan said there has been an absence of policy and practice and as a result he started a facial recognition trial in Cardiff in June 2017 and this work was funded and subject to scrutiny. Deployments

took place at 10 key locations over five days and resulted in the first arrests as a result of using Retrospective Facial Recognition (RFR) the UK. There have been 41 deployments over 73 days leading to 60 individuals being arrested for a variety of offence types. Since August 2017 South Wales Police have utilised RFR at a local level averaging 100 positive identifications a month.

The Metropolitan Police ran 10 trials and has an overt capability to locate people on a watch list. This led to 8 arrest that would not have been made without RFR. A further three operational deployments took place and one arrest was made but this work was paused due to the COVID lockdown.

James Vaughan said South Wales was subject to a legal challenge around using RFR and the court stated the use of the RFR technology was acceptable on all grounds but the court of appeal said a specificity watchlist and equality impact assessment has to be carried out. The appeal came to the conclusion that more specificity was required on how the RFR technology was being deployed, for example if forces deployed the RFR technology for intelligence purposes then the court felt there was too much discretion.

James Vaughan has set up a national group to develop national guidelines and working with College of Policing (CoP) and the Metropolitan Police Service to produce standard practices and procedures. He is continuing to work with the commissioner and CoP on the surveillance camera guidance which is nearly ready for publication.

The next steps are to produce a national strategy and structure to future proof policing and exploit opportunities.

Also to work with Home Office and partners to ensure layered documentation post Bridges Appeal Judgment.

- Development of Surveillance Camera Commissioner Code
- College of Policing LFR Guidance Document
- Consistency of local force policy documents

James Vaughan has been appointed as the NPCC FRT lead and seeking to deliver this across the piece.

Andy Cooke thanked James Vaughn and said the forensics portfolio has come on a long way in a short time. He said this is only a small part of the biometrics program and there will be more to come in the future.

Andy Cooke said he is looking for chiefs to support this financially.

Chiefs supported the paper

Decision: Chiefs agreed the proposal and funding structure to future proof the work. This is with the caveat to review which forces have already contributed should be built into the proposal in terms of funding.

Decision: Work with Home Office and partners to ensure layered documentation post Bridges Appeal Judgment.

- Development of Surveillance Camera Commissioner Code
- College of Policing LFR Guidance Document
- Consistency of local force policy documents

Forensic update:

James Vaughan said there was a strategic response to a number of risk and issues around forensic. These issues included market structures and failures, keeping pace with the science regulations in achieving quality standards quality accreditation as ISO standards has been problematic.

The challenges aheads for policing are outlined as follows:

- Insufficient capability or capacity to deal with demand and there is no future plan.
- Forensic and biometrics are owned by government and they own the risk so there close ministerial interest.
- There have been a number of reviews and inquiries - the common theme from these are the the need to do more in a co-ordinated approach.
- The submission for the CSR bid around Forensic and the FCNetwork has a basline for 5.5 million. There is also digital forensic program cost and these have been shared with the financial committee.

Chiefs are supportive of the approach but need further information on the tangible benefits that forces will receive.

Action: Programme team to re-circulate FCN once decision and outcome of the CSR bid is announced.

Decision: Chiefs noted the helpful overview however it was acknowledged their is a real challenge in relation to confidence in the program and clarity on the benefits to forces this also includes cutting through such opposing views locally and nationally feels really important if the program is to move forward.

Op Opal

Amanda Blakeman said she took over the aquisitive crime portfolio two years ago. There was a review underway and this was origionally called Op libral which was focussed on door step criminality. The review made 71 recommendations and these will be progressed but will also be expanded on because crime in this area has increased into organised aquisative crime (OAC). Working with the National Crime Agency (NCA) from their national strategic assessment there is a recognition that organised aquisative crime has a significant impact on the public, communities, industry and the national infrastructure.

However Amanda Blakeman said OAC is not seen as a priority in some forces or ROCUs. The police response to aquisitive crime at times is limited and inconsistent, our response to cross border crime

has not been co-ordinated with organised crime groups exploiting borders. She explained that as part of Op Opal they have carried out a significant amount of work supporting national leads. They are producing a number of problem profiles and working with partners in commercial businesses such as Toyota, BT and Virgin. They have also worked with the NCA on threat & tactical assessments and European partners on high value organised acquisitive crime and cross border crime. They are also working with the Police National database to identify a more accurate picture of offending.

Work is being carried out with the Home Office acquisitive crime team in order to shape policy including sharing the intelligence across other agencies. An example of this is around Op Talla where they watched the movement, storage of goods during COVID or working with the Met around Brexit and intelligence sharing to understand what is impacting on euro.

Organised acquisitive crime is a priority for the Policing Minister and Amanda Blakeman is attending the Crime & Policing Performance board in October. She is working with the OPCC and attending a round table event on Operation Opal and neighbourhood crime.

Feedback from Chief Constables requested that the financing of the team be considered in line with the agreed NRE process. It should be noted that OPAL (formerly Op Liberal) was based on a funding mechanism that was agreed before the NRE arrangement was put in place. The review was completed and a document has been circulated to Chief Constables demonstrating the differences between models. NRE approach demonstrated some significant disparity between forces. There hasn't been any uplift funding made available for OAC

Chiefs were supportive of the work and asked for clarity on the benefits to forces for the additional increased funding request.

Chiefs agreed to funding for 12 months on the current basis and then would review the possibility of moving this into ROCUs.

Decision: Chiefs agreed to support the current funding approach for 12 months based on the three tier model.

Decision: DCC Blakeman agreed further work was required to articulate the benefits to forces and possible transition into ROCUs with a further update to come back to a future Council meeting.

Tackling Organised Exploitation (TOEX) Closed Session

Serious Organised Crime (SOC) Update – Closed Session

Crime Business Area Update – Closed Session

SESSION 4:

HMG Landscape

Mike Cunningham wanted to alert colleague to the challenge of the COVID crisis with the timing of the Senior Command Course (SCC). This means that the SCC needs to be completed by the end of the calendar year. He was concerned that the Cop 26 event means there would be a significant policing

requirement and therefore Police Scotland who are leading on this would be most affected. Consideration should be given to either running the course without Police Scotland or if the course could be brought forward to allow Police Scotland to attend. Both options have issues to consider.

Ian Livingston from Police Scotland explained he is going to be asking for a significant amount of mutual aid in the first two weeks of November and therefore there is a request to delay the SCC as there will be a significant requirement to police the Cop 26 for all forces. There are also diversity and inclusion issues to consider.

Chiefs considered either bringing the meeting forward or later in the year. Mike Cunningham will take this to the emergency meeting at Professional reference group. He said that diversity and inclusion will be an important consideration. There was strong agreement from chiefs that Police Scotland should not be excluded from the process. Chief's preference was to bring the course forward and Mike Cunningham is going to take this back.

The chair said he wanted to have a reflection on policing relationship with government going forward. The creation of the government infrastructure that didn't exist previously has yet to define their terms of reference and it is not clear the decision making process including their authority structures.

The government's enforcement narrative and EU exit strategy will place more pressure on the criminal justice system and there is also the PCC dimension to consider. The government has a very singular view of crime and didn't express an understanding of the policing demand.

Chiefs noted that due to the elections next year for Police Crime Commissioners (PCC) there will be significant changes and they need to make contact with Suzanne Hancock from the APCC.

There is a need to continue to communicate the need for chiefs to be operationally independent of both government and local PCC.

Day 2 - 8 October 2020

SESSION 5

Criminal Justice Update

CJS recovery

Stuart Murray explained that the R rate is the level of disposal in the criminal court system that matches receipts. In the last four weeks there has been an improvement and the R rate is below one and therefore more cases are being disposed of however it is at 0.9 and is not making the progress that was hoped for. The CPS data suggests that since March the volume of pre-charge cases have increased by 18% and the volume of post charge cases have increased by 78% and this best illustrates the pressure the system is under. The areas in the country that are most affected are London and the South East. Since the onset of the pandemic there were a number of protocols put in place and this has slowed down the system. They want to get to a position where there are less delays and move from case work to charging decisions but this is challenging.

Policing is actively involved in the court recovery group meetings and communication is improving between the courts and police. The magistrate courts have returned to business as usual at a faster rate than crown courts. This is because the magistrate courts have opened courts to Saturday and therefore increasing capacity. Also they doubled the waiting time to get offenders to courts. The challenge is to be able to do this nationally and especially for crown court. This is because the number of trials with a jury have decreased from over 250 to approximately 120 and the dimension of the rooms also pose challenges. There are a number of pilots to increase the opening hours and they are seeing positive results. Additionally there are pressures on witness care units which is of particular concern and getting data at a local level to support courts and drive innovation.

Stuart Murray said that there is concern around each area slowing due to COVID as this will affect the whole system. The recovery is slow and it requires attention on all parts of the system to change this. There also are a number of policy changes such as the two tier framework and directors guidance.

However there are opportunities that have emerged and one is the use of video which has been effective in some areas. Local activity is important and this will improve the criminal justice system. Use of out of court disposals are also an opportunity and some analysis is showing this assists in reducing reoffending.

They are also work with ACRO and sending out a document with force breakdown every two weeks.

There is a 50% pay rate on the fines that have been given for COVID enforcement and they have reviewed the process for unpaid tickets. From the learning they have made improvements to the process and they are now seeing more payments being made.

There is a risk around data quality and transparency if there are further lockdowns requiring an increase in COVID enforcement and also there is an increase in budget to manage this process.

Action: A document raising specific issues/solutions/evidence of CJS recovery will be compiled and sent to Home Office officials and Ministers.

Integrated Offender Management (IOM) electronic monitoring

John Stratford updated chiefs saying the government brought in transforming rehabilitation but have since recognised that this program hasn't been successful and this was also was the view of the HMIP and HMICFRS Joint Inspectorate. The National Probation service are taking on the staffing and workload and the community rehabilitation companies are being transferred in house. He is hoping that IOM will be included in the operating models that are being developed.

John Stratford recommended that focussing on IOM would be a good way to support work on the reduction of neighbourhood and serious violence targets. He said that the government is a strong supporter of electronic monitoring technology because of its ability to provide location and curfew monitoring but also links in with reduction of alcohol consumption. He explained that there are two programs running – the legacy electronic monitoring program and the issue for chiefs to note is

where offenders breach their tagging device during pre-conviction then the police are responsible for responding to this and owns the risk rather than prison service. The Policing Minister is encouraging the MOJ to use EM technology more widely and this expansion program is focussed on post-conviction and the responsibility sits with the Probation service.

John Stratford said that the national IOM refresh is a good opportunity to engage the prison and probation service to manage offenders and using IOM controls to benefit for the community.

Chief have concerns about an unknown volume of work and risk with electronic tagging. The chair will raise this with the Policing Ministers.

Decision: Chiefs acknowledged the direction of travel of Government in this area however wanted a clearer position about the transfer of responsibility & the incompatibility with the government's aspirations for police performance and demand being one sided . DCC Stratford to monitor and return to Chiefs' Council at key decision points.

Investigation Management

Tim De Meyer introduced the paper on investigation management disclosure document (IMD)

In 2017 the issue of effective disclosure was raised as part of recommendations for improvements to the investigation management process. There is a paper that has been endorsed by the regional process and the paper outlines the approach that should be followed throughout policing and this places disclosure at the core of the investigation. This ensures that all reasonable lines of inquiries have been investigated and these have been recorded and documents appropriately. The intention is to place CPI at the heart of the investigation and demonstrate all lines of inquiries undertaken and explain those that were rule out. If investigators can routinely explain and demonstrate their actions it will increase public confidence which is why the Attorney General proposed that a written mandatory record is produced in the revised guidance on disclosure and this is also recognised in NDIP phase 2.

The IMD document which will have explanatory notes at each stage acting as an aid memoire and at completion stage also. The CPS will use this document to populate the disclosure management document and this will enable the prosecution to reject speculative requests from the defence and enable matters to be more efficiently manage by way increasing early guilty pleas. The document has been produced though feedback from many partners. There is a monthly call on disclosure from all 43 forces and it was found the design of the document requiring the officers to record their decision making as they progressed through the investigation resulted in better quality disclosure reporting. The form uses open text and can be integrated into other systems as required. The CoP will work with the NPCC to develop a training package and Tim De Meyer is confident that officers can be trained in this quickly. He explained that the document isn't cost neutral as it may require digital completion and therefore take investigators time from other work. However the time taken to complete the document accurately meets the overall aim to provide a good quality and efficient disclosure report. In the event that material meets the disclosure test then the information will be disclosed however the IMD in whole is unlikely to be disclosure.

Tim De Meyer felt that for the reasons outlined above that this should reassure chiefs that investigators that they are taking their responsibility around disclosure very seriously. He requests that Council endorses this guidance and that CoP assists in the training package and the roll out.

Chiefs made the following points:

- The suggested changes have a capacity issues that need consideration but overall carrying out these extra activities will produce a more effective and efficient investigation.
- CPS not completing the DMD could undermine the benefit therefore there is the need to establish a mandate about video remand.

Video Remand Hearings

Connecting Policing to the Criminal Justice Network – Video Remand Hearings

Tony Blaker said the paper chiefs have had sight of on video remand hearings (VRH) is a summary of the understanding and position on this process and he wants to establish a mandate on how VRH is dealt with in the current crisis and going forward.

During the COVID crisis VRH has been problematic as the plans have been circulated to forces in an unstructured manner and the cost required to facilitate this resource have meant using this technology has not been adopted by many forces. Also there are implementation issues affecting custody including wasted resources and safety issues. This has been recognised by the Home Office and the question for chiefs is how VRH can be sustained.

Tony Blaker said cost for this resource must be address because currently policing alone is absorbing the VRH into their budget. To make VRH work effectively an investment needs to be made including custody suites and the operational impact of remanding prisoners who are waiting for hearing is officer deployment and overtime is very high. It is not possible to continue to use officers on overtime to resource VRH in the long terms as it is unsustainable. He said that it will take about 6 months to change legislation to allow alternative resourcing options to implement an effective resource.

Tony Blaker recommended supporting VRH until December 2020 at which point forces should return to pre-COVID arrangements. He said the wider use of video within policing and hearings can present a number of opportunities but it is important that this is properly resourced and not just by policing. He said to achieve this a substantial investment package is needed and his presentation outlines the potential costs.

Chiefs made the following comments:

- Chiefs could not support the cost, additional demands on police officers time and the risks previously outlined.
- However some chiefs have invested in this already and they have seen the benefits.
- Chiefs said if this was properly funded in all parts of the system it could be an option however it hasn't been thought through, the costs and risks to policing is currently too high.

- It was agreed that policing won't continue with VRH after December but do want to continue a dialogue about a court system that is modernise.

5.4 Decision: In the interim chiefs should maintain the use of VRH until such time they decide locally its financially and operationally unsustainable and then stop the use of it altogether from December at the latest.

5.5 Decision: Chiefs supported engaging on a more structured approach on the use of video virtual use of technology with the Court System.

5.6 Action: DCC Blaker will write the agreed position on VRH from chiefs council and share with the NPCC Chair and then share with HMCTS.

Attorney General's Guidelines on Disclosure

The chair invited Tim De Meyer to update chiefs on the attorney generals guidance on disclosure.

Tim De Meyer explained the changes in disclosure and accompanying code need urgent attention including areas on recording, retaining and revealing of material gathered during in the investigation. There was a public consultation launched by attorney generals the in February 2020 and this closed in July.

There are three key changes that he wanted to bring to the attention that take effect in January:

- The presumption in favour of disclosing material gathered during the investigation beyond the crime records logs ect.
- Pre-charge schedules.
- Pre-charge engagement with the defence.

Chiefs made the following points:

- These changes will bring additional cost and time demands that require serious consideration.
- A formal communication could be sent out from the NPCC outlining chiefs concerns including financial considerations and the need for a detailed costing before moving forward.

5.7 Action: A joint letter will be sent to the MoJ from across the policing sector addressing the implications and concerns of the guidelines from chiefs. NPCC Chair and AC Ephgrave as CJ lead to coordinate.

The chair summarised the following discussions saying that there are significant consequences around these changes that affect policing and the NPCC needs to do more to make sure it's voice is being heard.

With CJ recovery there is a need to illustrate to government these issues and present the data to demonstrate their points including where the opportunity exists for improvement and the cultural change.

He said that chiefs see the merits of the IOM/EM technology and policing will be part of these developments. But MOJ partners reducing their demand should not transfer this demand to policing and there is a need to create space to get policing views heard. Investigation management raised points about cost and implication with CPS partners.

Policing has supported video remand hearing process during the COVID crisis but by December this work will stop and a number of forces won't do it from now on. Policing can see the resource and financial benefits in using a virtual process but the design has to be worked through properly and this includes a detailed costing.

The Attorney General's new guidelines on disclosure will mean there are resource and cost implications to consider. There are opportunities and policing needs to communicate carefully these concerns and implications to government and this to be representative of the whole sector.

There will be a specific CJ session at the beginning of November.

SESSION 6

Operational Update

Counter terrorism update

Lucy D'Orsi explained that the paper on Special Branch (SB) including funding was presented and approved at Chiefs Council and the APCC in September 2019. The financial element was approved and the transfer of funds agreed in principle but there was a condition that a MOU would be needed to be produced in relation to transfer of budget.

She said they have worked with all the regions to map the SE baseline and this included revenue, capital costs, FTEs and a high level proposal has been provided. The Home Office also showed strong support for the transfer and made a decision to delay until April 2021.

Lucy D'Orsi explained they set up a SB oversight board that sits quarterly and has a membership from regional change managers, regional business manager and designated operational leads. The original baseline was re-validated in July this year. Some forces are still to submit their returns and they are following this up. They have commissioned Price Waterhouse and Cooper to assist with the process and have found that 20% SB activity relates to non CT services.

If the Home Office agree to use the funding formulae to work out forces contribution some forces could find themselves disadvantaged so there is a threshold at 0.12 % and this is reliant on the funding settlement. The proposals will be brought back to chiefs and the intention is to produce a briefing to the chair of the APCC.

This update was noted by chiefs.

Op bridges update – Closed Session

The Quality Assurance of CED (Taser) Training to specially Trained Officers (STOs). – Closed Session

Strategic Efficiency and Reinvestment Review (SE&RR) – Closed Session

EU Exit – Closed Session

EU Exit - contingency planning – Closed Session

HMICFRS – Thematic Inspection on Protest and Operational Protest Update

BJ Harrington highlighted the terms of reference and said he is working with Matt Parr from the HMICFRS on this inspection. There are ten forces involved and the timeline is from the week of the 5th of October to the week of the 26th of October. The inspection team includes two public order officers one from the Met and one from Essex therefore they have good policing knowledge.

Latest timetable is moving through the stages quickly and there will be a letter sent from Matt Parr to the Home Secretary on the 20th of November and the reports will follow after this.

There has been early engagement with the inspection process and they have been able to influence the terms of reference and visit forces that the inspection hadn't originally included such as Devon and Cornwall. BJ Harrington as the portfolio lead has provided a brief to all the forces and ensure they get the opportunity for the critical read at the draft stage.

BJ Harrington said there is the opportunity to showcase the professionalism of public order policing and demonstrate the capabilities and pressures related to this area. It will also allow scrutiny of APP and there is protest guidance coming from the College of Policing. Additionally it will be able to reflect the diverse challenge in policing protest. The learning from this inspection will provide important direction to assist in improving this area of policing.

Charlie Hall welcomed Matt Parr to the meeting who is leading on this inspection for the HMICFRS. Matt Parr said he was grateful to BJ Harrington and the Metropolitan Police Service (MPS) for a peer inspector to work alongside the inspection team and to the College of Policing. He also thanked the ten forces who are part of the inspection. He explained that this is a thematic inspection intended to highlight good practice and this came about because the MPS requested 19 amendments to legislation and this was subsequently reduced to 5. They may also seek legal advice due to the legislation changes and recognise that this is a complex and difficult area of policing.

Matt Parr said they have written to all forces as they are keen to hear everyone's views and thanked everyone in advance.

Chiefs noted the update and said that their issue is with the volume of inspections as the workload for each inspection is incredibly challenging especially due to the 2nd lockdown and each inspection requires an experienced and nuanced touch due the complexity of these areas in policing.

Chiefs are aware that even though the inspection report will offer points of good practice and not highlighting failings in policing. However there still will be significant implications as a result of the report for all forces across the UK.

The chair reiterated chief's serious concerns around the consequences of the inspections findings and ramifications across the UK. The implications could negatively impact on public legitimacy at a time when there are other significant pressures around race and COVID affecting policing. Chiefs strongly recommended caution and appreciated the continuous engagement with the HMICFRS throughout the whole process.

Decision: Chiefs noted the update and expressed their concerns to HMI Matt Parr. All chiefs undertook to support the inspection to ensure the most effective outcome in the limited time available.

SESSION 7

Workforce Update

Pay and Conditions – Legal Challenge to the Police Pensions and Pay Update – Closed Session

College of Policing Futures work (Future Operating Environment 2040)

Mike Cunningham said that the futures work was identified as a gap in policing and therefore the CoP has developed a process to account for this. Nic Pole the principal analyst summarised the presentation on this futures work. He said that it has been identified that policing cannot currently respond to strategic challenges so this is why it was agreed that the futures work should sit in the centre of CoP strategic plan. They set up two pieces of work:

- 1) Horizon scanning to identify new emerging issues during the period of 1 to three years' time.
- 2) Future work which looks forward over 20 years' time term.

Nic Poole explained that looking through to 2040 is taking the long view and will help policing to prepare for an uncertain future and this process will explain the nature and impact of the changing environment. He said that this process has been based on the Ministry of Defence futures work and involves 4 phases:

- Scoping and engaging
- Exploring the evidence
- Scenario generation
- Implications and challenges

The aim is to use the futures process as a tool to be used as a set of resources to support strategic planning and as guides on the CoP web sites.

The next steps will be host information sessions for forces to meet to discuss the implications and issues and develop a futures literacy.

Mike Cunningham thanked Nic Poole for his presentation and said that there is a delay in appointing the next chair and CEO for the CoP. The chair will be appointed by the Prime Ministers office and they are waiting for the results to be announced.

He offered his reflection on his time at Chief's Council and said this current group of chiefs are now much more cohesive and work well together. However, he recognised that there still needs more female representation at council.

The chiefs thanked Mike Cunningham for his leadership and wished him well in the future.

Decision: Chiefs supported capability building in developing the futures literacy of police officers and staff and will work with the College to support information sessions to use FOE 2040 in strategic planning.

Uplift/Workforce Data Options

Janette McCormick said that a year on, the uplift is on track and that some forces have met their year one recruitment targets and now entering year 2 ahead of schedule. Currently 12,000 officers have been recruited. She said the Home Office have carried out work to understand the barriers and attraction routes by holding 8 workshops with 38 forces taking part. The challenge is volume verse diversity and the balance between national campaigned and local outreach needs careful consideration.

Janette McCormick explained that year 1 did follow the spending review funding model planning assumptions. The challenges are work on vetting capability and getting workforce data at the correct quality, level of granularity and comparability. This will give chiefs the confidence that the data provided to government is accurate. She thanked the CoP for assisting in setting up online assessment and exams as a response to COVID restrictions.

The next focus on will be year 2 and 3 allocations, how to streamline the data processes and focus on retention.

In relation to understanding workforce representation having data once a year is too infrequent. It is now possible to have monthly data by protected characteristics including online assessment data. Having the detailed end to end data highlights at which point in the process candidates are failing, including early leavers and where forces can be supported through their recruitment processes. It is hoped that by March there will be full data sets for all forces to allow better comparisons. There are some early positive signs around better recruitment of protective characteristics.

The next steps are to look to improve the workforce data standards, be assured around what data sets are being collected and forces can have access to the data. This needs to be finalised by February to allow a full year's worth of data starting from March 2021. Finally, these datasets should be linked to the NPCC outcome framework.

National Wellbeing and Police Covenant

Andy Rhodes presented the ONS Survey on wellbeing and highlighted that those respondents aged either 18 or 72 reported the greatest satisfaction with their wellbeing. Conversely respondents from 30 years old report declining levels satisfaction with their wellbeing and this reaches its lowest point at 50 years old and then starts to increase once more. He explained that this is due the pressures of life that increases with age and this will be amplified during COVID.

The national police wellbeing service serves over 200,000 blue light workers and the blue light self-assessment framework is unique to the UK. This framework can be adapted as we see issues emerge. The whole budget is approximately two millions pound a year for a workforce of 200,000 employees.

The capability cycle includes a thriving community of academics and practitioners who care passionately about wellbeing and this service will assist chiefs in supporting the wellbeing of their workforce and have a positive effect on capability.

Andy Rhodes said according to a survey the Police Federation carried out there is a significant reduction in stigma around mental health and officers and managers are feeling more confident around dealing with mental health issues but very few receiving training.

The Wellbeing survey and the Diversity, Equality and Inclusion survey was run jointly. The Wellbeing survey will be re-run in November. Forces would like the reporting at a force level as well as nationally. Andy Rhodes explained that this isn't possible due to the capacity of the survey provider, Durham University.

There were 35,000 responses and 45% of respondents reported getting less than 6 hours of sleep each night. Andy Rhodes said that fatigue is the next condition that needs to be de-stigmatised. There are positive result also with 65% of respondents being satisfied with their lives and 70% have autonomy in the role. Unfortunately 50% of respondents have been exposed to stressful or traumatic experiences in their work. They are taking a trauma led lens when looking at wellbeing.

Andy Rhodes said that there are in some forces upwards of 20% of operational staff on restricted or adjusted duties and this is the area where the additional officers from the uplift should be focussed on.

There are 8 areas in the model of care:

- Leadership for wellbeing
- Trauma and post incident management
- Psychological risk management
- Individual resilience
- Wellbeing at work
- Peer support co-ordinators
- Outreach – there are 10 vehicles
- Benefits realisation

The ambitions is that all staff can have a check-up and using the outreach vehicles is encouraging officer to access the service who would not normally use it.

Andy Rhodes said that the attention to physical and psychological safety throughout COVID has been widely appreciated including with the Police Federation. This portfolio is linking in with the governance around frontline review, police covenants and officer safety. It has designed occupational health standards for policing and this has been peer reviewed and endorsed by the department of health. They are also working with the uplift program and CoP around ensuring that there is additional training for new recruits on frontline safety during COVID.

Chief supported the work outlined above.

Decision: Chiefs welcomed the comprehensive update and supported expanding this area of work to support all officers and staff.

ANY OTHER BUSINESS AND WRAP OF DECISIONS

See separate decision and action log for this meeting.

DATE OF NEXT MEETING

The next meeting will be held on **20-21 January 2021**.