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## Chief Constables' Council Minutes

20-21 January 2021

### Attendees

AC Martin Hewitt	NPCC Chair
CC Andy Marsh	Avon and Somerset
CC Garry Forsyth	Bedfordshire
CC Nick Dean	Cambridgeshire
CC Darren Martland	Cheshire
Cmsr Ian Dyson	City of London
CC Richard Lewis	Cleveland
CC Michelle Skeer	Cumbria
CC Rachel Swann	Derbyshire Constabulary
CC Shaun Sawyer	Devon and Cornwall
DCC Paul Netherton	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 Pilling	Greater Manchester
CC Pam Kelly	Gwent
CC Olivia Pinkney	Hampshire
CC Charlie Hall	Hertfordshire
CC Lee Freeman	Humberside
CC Alan Pughsley	Kent
CC Andrew Rhodes	Lancashire
CC Simon Cole	Leicestershire
CC Chris Haward	Lincolnshire
CC Andy Cooke	Merseyside
Cmsr Dame Cressida Dick	Metropolitan Police Service
AC Neil Basu	Metropolitan Police Service
AC Helen Ball	Metropolitan Police Service
AC Louisa Rolfe	Metropolitan Police Service
AC Matt Jukes	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 Iain Livingstone	Police Scotland
DCC Malcolm Graham	Police Scotland
CC Simon Byrne	Police Service for Northern Ireland
CC Jeremy Vaughan	South Wales
CC Stephen Watson	South Yorkshire
CC Gareth Morgan	Staffordshire
CC Stephen Jupp	Suffolk
CC Gavin Stephens	Surrey
DCC Nev Kemp	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 Paul Crowther	British Transport Police

CC Simon Chesterman	Civil Nuclear Constabulary
CC/CEO Bernie O'Reilly	College of Policing
DG Lynne Owens	National Crime Agency
Dep Brig Sarah Pringle-Smith	Royal Military Police
Dep Brig Mark Johns	Royal Military Police
Wg Cmdr Mike Dixon	Royal Airforce Police
Brig Vivienne Buck	Royal Military Police
Cmdr Dean Oakley	Royal Navy Police
CO Ruari Hardy	Guernsey Police
CO Gary Roberts	Isle of Man Police
CO Robin Smith	States of Jersey Police
CC Chris Eyre	Sovereign bases of Royal Cyprus Police
Cmsr Richard Ullger	Royal Gibraltar Police

**In attendance for Session 1**

Gemma Stannard	Norfolk Constabulary
Supt Hannah Wheeler	NPoCC

**In attendance for Session 2**

Tracy Holyer	NPCC Operating Model
David Westby	NPCC Operating Model
Hannah Hart	NPCC SPP Team
Emily Colwill	NPCC SPP Team
Paul Hesketh	NPCC Operating Model
Richard Guy	NPCC Operating Model

**In attendance for Session 3**

Brendan Gilmore	Home Office
Miles Hunt	Home Office
Nichola Glenet	Home Office
Georgina Wade	Counter Terrorism Policing, Metropolitan Police

**In attendance for Session 4**

Alan Barr	Merseyside Police
Lee Johnson	National Crime Agency
Katie Gardiner	Home Office
Darren Couzens	GCHQ
Mike Excell	GCHQ
ACC Steve Worrton	Leicestershire Police
Judi Heaton	Police Scotland

**In attendance for Session 5**

DoR Yvonne Cooke	Police Service for Northern Ireland
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
DCC Janette McCormick	College of Policing
DCC Gareth Wilson	Ministry of Defence Police
ACO Dan Wood	Avon and Somerset Constabulary
Luella Bubloz	Sussex Police
DCC Philip Cain	North Yorkshire Police
CI Lisa Maslan	Metropolitan Police Service
DCC Rachel Bacon	Northumbria Police

**In attendance for Session 6**

Supt Jonathan Bancroft	Devon and Cornwall Constabulary
Shaun Wallis	Devon and Cornwall Constabulary

**In attendance for Session 7**

ACC Chris Todd	West Midlands Police
Supt Matthew Tite	West Midlands Police
DCI Fiona Gaffrey	West Yorkshire Police
Luke Robertson	West Yorkshire Police

**In attendance**

AC Robert Beckley	Assistant Commissioner – Op Resolve
DCC Nav Malik	OCiP
Lorna Mason	National Crime Agency
DCC Gareth Wilson	Ministry of Defence 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
Simon Pountain	Business Change, National Enabling Programme
Owen White	NPCC National Enabling Programme
Fiona Greenlees	NPCC FOIA Officer

**SESSION 1:**

**ATTENDANCE AND APOLOGIES**

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

CC Mark Collins – Dyfed-Powys Police

Dep Cmsr Sir Stephen House – Metropolitan Police Service

AC Nick Ephgrave – Metropolitan Police Service

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

The minutes for the previous meetings held on the following dates were agreed:

- 7-8 October 2020
- Extraordinary Criminal Justice CCC – November 2020
- Extraordinary Inclusion and Race CCC – December 2020

## **Chair's Update**

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

## **Queen's New Year's Honours List**

- **Dames Commander of the Order of the Bath (DCB)** - Lynne Gillian OWENS CBE QPM - Director General, National Crime Agency. For service to Law Enforcement.
- **Knighthood (Kt)** - David THOMPSON QPM DL - Chief Constable, West Midlands Police. For services to Policing.
- **Queen's Police Medal** - Gary ROBERTS, Chief Constable, Isle of Man Constabulary

## **Chief Constable Appointment**

- CC Chris Haward appointed as Chief Constable for Lincolnshire Police.
- Lucy D'Orsi appointed as Chief Constable of the British Transport Police from the 7 February 2021.
- Ian Pilling has been appointed as Acting Chief Constable of Greater Manchester Police.

The Chair expressed thanks for all chiefs for their hard work and dedication to policing and confirmed the following retirements from the service:

- CC Paul Crowther – British Transport Police - leaving after 40 years' service to BTP.
- CC Mark Collins – Dyfed Powys Police last Council meeting
- CC Ian Hopkins – Greater Manchester Police

The Chair confirmed that CC Sir Dave Thompson will stand down as Chair of the Finance Coordination Committee – an expression of interest letter will go out after Chiefs' Council to apply for the role.

### **Covid-19, EU Exit, Home Office PCC Review and Strategic Policing Requirements Review were noted by Chiefs**

#### **Covid-19 Update**

Chiefs noted the update

No actions recorded.

#### **EU Exit Update**

Chiefs noted the update

No actions recorded.

#### **Strategic Policing Requirements Review**

Chiefs noted the update

No actions recorded.

#### **Home Office PCC Review**

Chiefs noted the update.

No actions recorded.

#### **PNC Incident Gold Group Update**

**Action:** DCC Malik will circulate the latest update to all chiefs after next week's meeting with the Home Office.

Chiefs noted the update.

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

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

## **Update on International Policing**

**Summary:** This paper provides the background to International Policing and our journey so far. It will provide an update regarding the move of Joint International Policing Hub (JIPH), to the Home Office (HO), deployments made during the last year, training and academic links and our plans for the 2021.

This paper seeks support from Chiefs regarding the completion of assurance processes, use of the JIPH to coordinate International Policing Activity, release officers for deployments and provide ongoing Continuous Professional Development (CPD) as part of career development and progression.

**Outcome:** Chiefs supported the paper.

## **Proposal for the Introduction of a Training Course to Support Contaminated Fatalities Incident Management**

**Summary:** The purpose of this briefing note is to ask Chief Constables' Council to debate and agree the introduction of a Contaminated Fatality training course to enable a capability to conduct the DVI process within a contaminated environment following a terrorist attack utilising CBRN material, or an industrial incident whereby the effect would be similar to that of a CBRN attack.

**Action:** Author to liaise with the South East to amend figures shown for the region as these are inaccurate.

**Outcome:** Chiefs agreed the introduction of a contaminated fatality training course.

## **NPPC Vehicle Crime Portfolio Business Case for Tracker Contact Renewal**

**Summary:** The purpose of this document is to recommend the renewal of the agreement between National Police Chiefs Council (NPCC) and Tracker Network (UK) Ltd to be in place until 31<sup>st</sup> December 2025, where it will be subject to further review.

**Outcome:** Chiefs agreed the renewal of the agreement.

## **NPCC Audit and Assurance Board Annual General Report**

**Summary:** The purpose of this report is to report formally on the activity of the Audit and Assurance Board (AAB) during the period 1st August 2019 to 31st July 2020 and to set out how the AAB has met its responsibilities in relation to its terms of reference and key priorities.

**Action:** Author of the paper to liaise with the South West and London on regional comments concerns about the financial and governance running of the NPCC and reporting back functions on NPCC progress against its work plan.

**Outcome:** Chiefs noted and supported the paper.

Points from the regions will be discussed as part of the NPCC Operating Model Paper in session 2 on the agenda.

## **Police / CPS Joint National RASSO Action Plan**

**Summary:** Introduction of the Joint NPCC and CPS RASSO (Rape and Serious Sexual Offences) Joint National RASSO Action Plan (JNAP) for publication. This paper provides context in regard to why this action plan has been created and the benefits it will bring in the future investigation and management of RASSO offences.

This paper recommends that Chief Constables approve this first edition of the JNAP for publication.

**Action:** Author of the paper will link in with the East Midlands on the issues raised around timescales for training and costs.

**Outcome:** Chiefs supported the implementation of the joint actions plan.

## **NPCC Criminal Justice Coordination Committee Update**

**Summary:** The purpose of this paper is to provide updates in respect of key issues currently under consideration within the Criminal Justice Co-ordination Committee, each of which has the potential to have a substantial impact on CJ related practice in future.

**Outcome:** Chiefs noted the update.

CJ Recovery (Covid-19) will be discussed in the Chair's update on the agenda.

## **Implementation of the Code of Practice for Victims of Crime**

**Summary:** This paper proposes the implementation of the new Code of Practice for Victims of Crime (Victims' Code), due to come into effect 1<sup>st</sup> of April 2021. The portfolio also seeks support from forces to establish a consistent method of reporting on compliance and service effectiveness.

**Action:** The author of the paper will liaise with the London region on what the cost implications of implementing the new code of practice will be.

**Outcome:** Chiefs supported the implementation of the code of practice once the points on data protection and compliance have been addressed.

## **Mobile Internet Protocol Address Resolution Update**

**Summary:** The purpose of this report is to update NPCC on the development of the Mobile Internet Protocol Address Resolution (mIPAR) capability which has been under development within the Home Office. The paper also outlines a recommendation in relation to moving this capability to business as usual within current funding arrangements for Communications Data services.

**Action:** Author of the paper needs to liaise with the London region on concerns around the formula used to divide costs across forces and exactly when costs would be levied.

**Outcome:** Chiefs agreed the recommendation in the paper.

#### **Proof of Concept: National Development Team (Strategic Protest) NPoCC SIB**

**Summary:** This paper informs and seeks the support of Chiefs Council for a proposal to establish a National Development Team (NDT) within the NPoCC Strategic Intelligence and Briefing function as a one-year self-funded proof of concept.

**Action:** Author to liaise with the London region on concerns around funding. Although it will be cost free for the first year, it will come with a cost burden if it is agreed for subsequent years. It may also be difficult for a team of 5 to have the capacity to service all the forces adequately.

**Action:** Author to liaise with forces who expressed concerns around any potential risk with such a function should the team be perceived as unduly encroaching on the rights of citizens to organise protests. What would be the governance structure to manage this risk?

**Outcome:** Chiefs supported the proposal.

#### **Police Heritage New Portfolio**

**Summary:** The paper seeks ratification to establish a new Police Heritage Portfolio.

**Action:** Author of the paper to liaise with the Wales region on comments around further detail required in terms of how local needs and nuances will be catered for as well as information to clarify the point "Collections being preserved across policing and other independent museums and organisations".

**Outcome:** Chiefs agreed to the implementation of the new Police Heritage Portfolio.

#### **NDQIS: National Data Quality Improvement Service**

**Action:** Author of the paper to liaise with the Wales and North East regions on issues concerning some areas of expansion, funding and the cost implications for forces. The London region also raised concerns around cost efficiency of this service and the reasoning for supplying this data.

**Outcome:** Paper to be discussed as part of session 6 – NPCC Performance Management Update from the New Chair in the agenda.

Chiefs Noted the update.

### **Creating a More Diverse Executive**

**Summary:** This paper brings forward findings of research undertaken to determine the factors that both attract and inhibit officers from applying for the rank of Assistant Chief Constable and whether those factors differ between gender and race. The paper is seeking the support of Chief Constables' Council to progress the recommendations as outlined.

**Outcome:** Chiefs requested more discussion at Chiefs' Council on how resources could be focused on volume recruitment, retention and representation to build long term change in the wider workforce make-up which will in turn provide a bigger pool for future progression opportunities to the executive level.

**Outcome:** Paper to be discussed as part of session 5 – Workforce Session (Inclusion and Race – Plan of Acton) in the agenda.

### **Inclusion Survey – Next Steps**

**Summary:** Since the introduction of the NPCC Diversity, Equality and Inclusion (DEI) Strategy 2018 – 2025, a significant number of initiatives, programmes of work and survey reports continue to inform and support the implementation and delivery of the strategy. The report sets out a proposal, the first in a series of interventions which aim to address and respond to the findings of the survey, to further progress the inclusion agenda within the service.

**Action:** Author of the paper to liaise with forces on coordination of engagement. A number of forces informed that much of the proposal is already being progressed within their existing plans and DI&E strategies. In order to more fully understand this, a number of forces suggested a gap analysis overlay of the training proposed by the NPCC with the current forces HR & L&D training programmes could be conducted, which would enable forces to make an informed response as to any further graduated adoption of the NPCC proposal.

**Outcome:** Paper to be discussed as part of session 5 – Workforce Session (Inclusion and Race – Plan of Acton) in the agenda.

Chiefs Noted the report.

### **Science and Tech Development of Futures Portfolio**

**Summary:** This paper seeks support to develop a range of detailed S&T proposals which will be commissioned to address the policing challenges that were identified during the Future Challenges stakeholder workshops held in September 2020 following the presentation at Chief Constables' Council in July 2020.

**Action:** Author of the paper to liaise with Merseyside Police regarding comments around the significant omission in that the paper makes no reference to the digital strategy 2020-2030 and yet there is huge overlap. The connection between the two needs to be clearer.

**Action:** Chiefs requested more detail about the cost implications or where the funding will come from. Chiefs requested more clarification before the paper can be agreed.

**Outcome:** Paper to be discussed as part of session 3 – Operations Update (Police Science and Technology) in the agenda.

### **SOC System Tasking**

**Summary:** The purpose of this paper is to seek agreement and sign off on the SOC System Tasking Governance Model.

**Action:** Author of the paper to liaise with forces who raised concerns on the model of scoring. Potential risks in the paper assumes forces can identify and prioritise various threats across spectrum of crime types.

**Action:** Author of the paper to liaise with South East region on concerns with recommendation 1. The region recognised the significant benefit that would come from merging NSTCG and RSTCG to assist in delivering a national approach to SOC however there were concerns that at this time the systems are not quite established enough to ensure all local and regional issues would be addressed within it.

**Outcome:** Chiefs requested more sufficient information to understand the benefits of the new approach, the challenges it is seeking to overcome and the full impact upon the regions from strategic, operational and capacity viewpoints. Chiefs requested more information on how engagement of partnerships within the new approach and how/or if they will be incorporated within the process.

**Outcome:** Paper to be discussed as part of session 4 – Crime Business Area Session in the agenda.

### **Pay and Conditions**

**Summary:** The purpose of this paper is to provide a summary of the current position of Pay Reform following the recent NPCC-led consultation phase. This paper also anticipates the NPCC submission to the Police Remuneration Review Body (PRRB) and seeks colleagues' views on the evidence which will be presented.

**Action:** Author of the paper to liaise with individual forces over concerns relating to pay progression linked to performance. This will be a significant project and concerns have been raised around the short timescales for implementation. Author of the paper to liaise with all individual forces who

have raised a single point, and where there is a theme picked up by a handful of forces against the recommendation in the paper this will be discussed in the main session on day 2 of Chiefs' Council.

**Outcome:** Chiefs accepted most of the recommendations in the paper and the recommendations not accepted as highlighted from the regional feedback will be discussed as part of session 5 – Workforce Update (Pay and Conditions) in the agenda.

#### **Aviation Policing Update on Recommendations**

**Summary:** The intention of this paper is to update colleagues on progress made in delivering the agreements reached at the extraordinary Chief Constables' Council Meeting that was held on 23 September 2020.

**Action:** Author of the paper to liaise with the London region and other forces who raised issues of concern around fleet replacement, command and control and procurement of a London commercial solution.

**Outcome:** Author of the paper will speak with chiefs on feedback during the regional section of the agenda.

#### **NPAS Paper**

**Action:** Outline of NPAS strategic board update on decisions from this meeting will be circulated to all chiefs.

Chiefs noted the update.

#### **NPCC Funding Budget Papers**

##### **NPCC Budget Paper**

**Decision:** Chiefs agreed the budget for 2021-2022.

##### **NPoCC Budget Paper**

Chiefs agreed the budget for 2021-2022.

##### **NPoCC SIB Budget Paper**

Chiefs agreed the budget for 2021-2022.

##### **ACRO Budget Paper**

Chiefs agreed the budget for 2021-2022.

##### **NWCU Budget Paper**

Chiefs agreed the budget for 2021-2022.

**Action:** Authors for all budget papers will work with NPCC Finance Coordination Committee on amending contribution amounts from forces to correct figures.

## **SESSION 2:**

### **NPCC Operating Model**

The Chair stated that this work is about developing capacity and capability and they are engaging with PCC and the Home Office on this. In the spending review 3.2 million pounds has been allocated to develop this model. The Chair said this is positive and shows the government recognise the professionalism that the NPCC brings. He feels it is important to have the ability to coordinate what the NPCC is trying to achieve and prioritisation is key.

This model will provide direct support to the co-ordination committees and this will link into the centre. Within this there will be an enhanced business capability supporting how Chiefs make decisions and progress business into the future.

The chair said that there are spending decisions within the proposals including communications and pay and reward. The Chair believes this is the right direction of travel but Chiefs need to decide collectively what direction they want to go in.

As this funding is only for one year consideration will need to be given to secure funding in following years. The NPCC will need to demonstrate outcomes and this needs to link in with performance.

The Chair introduced Tracy Holyer to provide Chiefs with a summary of the paper outlining the NPCC operating model.

Tracy Holyer explained that several papers have been submitted to council and since the last paper there has been extensive consultation carried out on the model. This consultation was based on a three year resourcing plan however due to the budget settlement they are only able to work to a one year plan which is different to the discussion at consultation event. This proposal is a pathfinder approach using the funding to transform the design model into practice. The audit and assurance board will need to have sight of the proposals and support this work.

The NPCC key mission is not changing and the model is looking to strengthening the aims of the NPCC. The focus will be on the co-ordination of activity, collaboration with partners and to enhance effective communication as chief officers and NPCC leads.

Tracy Holyer said that key areas need to be enhanced and more clarity given on is how the internal decision making is conducted. She said the challenges about this is knowing what the correct approach should be and if decisions need to be made be at council or a different decision-making structure. Also, she said clarity is needed on what the mandate of NPCC leads are, the delegation structures and what the delivery requirements are.

In the core team there is limited capacity and there is a need to build resilience. Also, there is a need for additional skills to support the strategy and planning aspirations. This new function will assist

chiefs in making informed decisions and ensuring actions are co-ordinated effectively. Additionally, it is important to develop further how partners link in with the NPCC and have a defined gateway.

The NPCC business function has a small number of staff so they do not have the capacity to support the large number of staff officers who support the co-ordination committees. Tracy Holyer said there is a lack of cross cutting infra-structure that is limiting the flow of information and there is a lack of organisational memory. She said Chiefsnet is the only internal structure for information exchange and this is not accessible to others.

Tracy Holyer explained there is a challenge around finance and that NPCC leads find it difficult to identify finance and investment that will support their areas of work. There is a need to ensure that the investment delivers sustainable benefits and there is an overview of all finance and investment. Additionally, there is engagement with the Home Office and the APCC, a partnership and oversight group and this will strengthen stakeholder engagement.

The proposal is to create a new strategy performance and planning function, working alongside the business support function. This will link with the workforce, finance, DEI, digital and communication committees and will ensure that papers that are submitted to Chiefs council have been review by these enabling committees. There is also a plan for a prevention and partnership committee and if this is approved it will be part of the enabling function. The strategic hub would also link in with the four operational committees. It should be noted that Counter Terrorism will also be linked into the decision-making model.

The investment will be focussed on the strategy, planning and performance team (SPP) and there is already an interim lead in place and further staff will be recruited in these areas including a small analytical team. The focus of the team will be developing the NPCC business cycle, business strategy and NPCC vision and provide support to the co-ordination committees, boards and engagement function. Also, analysis will take place in this team and provide data to support workforce, race and inclusion and other capability scoping. The business support function will also be enhanced including recruiting a data protection officer. During this pathfinder year the proposal would be to increase the communications team by one post. The head of communication is also going to present an alternative option around the allocation for the communications team. There will also be dedicated resources for the enabling co-ordination and operational committees. The performance committee would also work closely with the SPP team.

The funding will look to develop and strengthen the decision-making structures and the committees will remain underneath Chiefs council, including the regional chiefs meeting. A task and finish approach will be embedded into the standard way of working.

There is a proposal to create a Strategic Planning and Co-ordination board. The aim of the board is to achieve better cooperation and coordination, cross portfolio working, removal of duplication and identification of good practice. It will also help to provide an overview of the whole system to progress toward national objectives and ownership of activities. They have set up a pilot meeting on the 25<sup>th</sup> of January. There are some challenges in tracking the benefits and how they reach the key

customers and key pathfinder deliverables are prioritised. To support this work they will also ensure that office 365 is introduced in to IT infrastructure.

Tracy Holyer outlined to Chiefs where the investment is targeted in the proposals and said they are looking to enhance the support to Chiefs at Chief Officer level. This model will provide support to the chair and allow for the set-up of the SPP team and enhance the business support capability and communication to manage the corporate business.

There are additional conversations for further funding from the Home Office to hold a joint strategic board to assist with the delivery of the vision. Tracy Holyer said the total cost for the model is £2.3 million and the cost of the redevelopment of the NPCC website and program costs. She pointed out to Chiefs the governance structure and timelines. The key focus is around recruiting staff and due to one year funding they will have to act quickly.

Chiefs made the following comments:

There was support for developing a sustainable team in Victoria Street. There was concern about the decision-making process, governance issues and creation of a new SPP board. The proposal is suggesting a new decision making and delegation process and currently this is bound by section 22a. It is not clear what part of the decision making is not managed at either Chiefs Council or the other regional meetings. The oversight group may undermine, constrain and limit Chief's ability to make decisions.

Olivia Pinkney confirmed that as chair of the NPCC performance board they have given similar feedback to Tracy Holyer and she needs to ensure that the suggested oversight board does not undermine the current process or authority of Chiefs. Secondly there is a lack of clarity around the boundaries between the governance structure and the delivery mechanisms.

The Chair summarised the discussion and said the plan is to create capacity in the centre which includes the virtual resource. This capacity will extend the NPCC functionality into strategy, planning and performance and enhancing business support. Chiefs have agreed there is a need to develop the capability to be able to professionally respond to the service needs. Additionally, Chiefs are supporting providing dedicated support to leads of the co-ordination committees. The Chair said the strategic board is about bringing the co-ordinating chairs together in a formal way and making sure there is effective prioritisation and not duplicating tasks. From this, tasks and decisions go to the regional process and then to council. The first meeting of the strategic board will take place on Monday and the co-ordinating committee leads will attend.

The oversight issue is one that Chiefs have concerns about and the Chair confirmed this is not a decision-making body but representatives who fund the NPCC would meet with Chiefs on a quarterly basis looking at the business plan and review how well things are being progressed.

The Chair introduced Nicola Growcott the head of the NPCC Communications team.

She explained the team is made up of 5 staff and they provide all the communications for the NPCC including a 24/7 out of hours function. They also carry out communication with other stakeholders, have a small public affairs function engaging with political requirements and a small digital capability. During COVID the team has increased through mutual aid as it was required to be more coordinated with forces and government, including national cross cutting issues. This role has been valued by partners and police forces. A capability review was commissioned by Nicola Growcott last year and was led by the former Director of Communications for the Home Office.

Nicola said there is a capability gap and the current level of resource is unsustainable to meet the current requirements. Demand is also generated externally and there is insufficient planning or strategy across the NPCC. Therefore, she recommended producing a communication strategy that is aligned with the NPCC strategy and business planning process. She said too often the communications team's work is reactive and this needs to be managed. There is a need for a service level agreement with the forces communications teams and this will be shaped by the level of resourcing they have. There is value in trialling models using the wider policing network to support the work.

The resources uplift is for four staff focussing on the areas where there are the greatest capability gaps and to improve the overall strategic planning. This would provide resilience within the team and capacity to embed the changes while still providing business as usual. It would help to build a more strategic function and allow for the benefits to be measured. This would allow for proactivity against the strategic aims.

Gavin Stephens said the review was thorough and over the last 10 months, using the 'four E's' as an example, it has been important that the strategic element within communications is resourced. The resilience issue of the existing team is a real issue that needs to be dealt with. The need for strategic communications post the pandemic will continue, there is a need to combat disinformation and increase the digital function. He is supporting the increase of four posts which was the mid-level option in the review.

There was support for the NPCC communication team and the work they have been carrying out. Chiefs required clarity on the financial implications and the Chair said that this needs to be discussed along with the overall Ops model, race and inclusion and pay and condition financial requirements. He confirmed that the communication team uplift would be included as part of the 3.2 million pound settlement. Also, he said consideration needs to be given on what delivery outcomes will be achieved for the spend and this discussion will continue in tomorrow's session.

The Chair summarised the feedback from Chiefs saying they required clarity around the remit, terms of reference and governance proposal. There was general agreement on the creation of the central hub to provide resource to the co-ordination committees, to develop the NPCC strategy and give some growth of the communication team. This is all contingent on the further financial discussions later in the agenda.

**Decision:** Chiefs supported the one year pathfinder business case on Strategy, Performance and Planning.

**Decision:** Chiefs agreed to the development of dedicated support for the NPCC coordination committee leads.

**Action:** Chiefs raised concerns around costings, governance and capacity within certain parts of the model. This will be discussed post council and a final proposal for decision to be brought back to an extraordinary Chiefs Council Meeting on the 22 February 2021.

### **SESSION 3:**

#### **CT Policing Update (Closed Session)**

## **Police Science and Technology**

### Future science and technology

Charlie Hall stated he wanted to update Chiefs on the progress around the NPCC future science and technology program that was presented to Council in July. He wanted to get support from Chiefs around the future direction of travel and agree what the key priorities should be. This work will assist the newly appointed NPCC Chief Scientific Adviser.

He explained that workshops were carried out to understand and identify key policing challenges over the next 10 years. The findings were then shared through the science and technology (S&T) communities and partners used their expertise to determine if there are S&T solutions that could be developed to mitigate these challenges.

Nicola Glenet said she will cover the aims, background and key consideration for this work. She is looking for chiefs to agree the six recommended S&T topics which offer cost-effective and efficient access to S&T capabilities relevant to policing challenges. She also would like chiefs to consider endorsing Home Office Commissioning to engage with Portfolio & Coordination Committee Leads to assess priority and develop specific requirements.

She explained the aim of the NPCC Futures S&T work is to develop a strong evidence base and S&T portfolio underpinned by policing requirements and is purposefully future focussed - this means 2030 and beyond. This is complimentary to existing Home Office commissioned S&T for current challenges and requirements.

Technology is developing faster than ever before and it is important to be in the correct position to shape the future and tackle new emerging threats. It takes time to develop and procure research and development into S&T and future planning supports enables greater collaborative opportunities.

This work is funded by the Home Office and endorsed through the Oversight board by the Home Office Chief Scientific Adviser (CSA).

Nicola Glenet explained that as background to this both the Home Office and NPCC wanted policing to have a more future focussed approach to S&T. Therefore work carried out by College of Policing identified key scenarios and futures trends. From this, five workshops with the following themes were considered:

- Managing and Exploiting Data
- Information and communications
- Automation
- Augmentation – development of human capabilities

- Adapting behaviours for a changing environment

The workshops consulted police officers and staff from across the UK to identify what the key challenges might be from 2030 onwards.

Nicola Glenet highlighted that this work is at a high level due to the breadth of the 5 policing themes and S&T. The specificity of the S&T topics will naturally increase.

It is vital that a range of engagement activity takes place to ratify the findings of the project and any related activity already underway. S&T should be considered as part of the whole enterprise including understanding the barriers and risk if it is to be fully embedded. The analysis that has already been carried out has identified that there are potential S&T solutions for current challenges.

Decisions to commission S&T are subject to funding being identified and approved by the Home Office CSA, or the identification of alternative funding sources.

The findings from the workshops have been clustered by themes and the following points were made:

The increase in volume and pace of change of information may make it difficult for police to identify what maybe illegal, cause harm or unrest. However, the public need to be confident that they are dealing with genuine police systems and information and have trust in these platforms.

Exploiting autonomous systems can increase officer capacity through automation of repetitive administrative tasks. However there is a need to understand the complex ethical implications and remove any potential bias from autonomous decision making in order to maintain trust.

Augmentation can increase capacity, effectiveness or officer safety. This can be realised through processing and displaying real time information to front line officers.

In adapting behaviours there is a need to understanding future workforce requirements and improving recruitment and retention and provide easy and effective up skilling and training.

Identifying new crime types, including upstanding threats and technologies that address subversive technologies.

After the workshops they engaged with 160 S&T experts and organisations across industry and academia and made them aware of the challenges. They have received a large response from these partners and to manage this they have introduced S&T clusters to provide commonality in the way the outreach responses were recorded, identifying common themes and assist with assessment. This also allowed the aggregation of outreach findings to be communicated in a clear and effective way. It should be noted there were 17 clusters identified and there were some cluster areas that didn't

receive any commentary and they will follow up on these. The clusters have been aligned to the policing themes and this shows how they relate to each theme.

A detailed assessment of each cluster area has been carried out against selection criteria and it has been possible to highlight which ones should be immediately progressed. The six topic areas that were identified as having immediate potential for further investigation are as follows:

- Developing trustworthy artificial intelligence
- Crowdsourcing –harnessing the power of the public
- Extended reality and immersive technology
- Exploiting autonomous systems
- Exploiting and countering human augmentation
- Influencing through Behavioural Science

The next steps are as follows:

- Identify immediate S&T gains for current needs.
- Present portfolio to Home Office STAR Oversight Board (April 21).
- Maintain a watching brief on remaining S&T clusters to continue to identify S&T opportunities.
- Support the new Police CSA in development of policing S&T strategy.

Charlie Hall thanked Nicola Glenet and the Home Office team for their work and said this is timely and will give the NPCC Chief Scientific Adviser a good platform to start with. Chiefs noted the presentation and felt it was important to ensure that this work links in with the existing programs within the NPCC co-ordination and portfolio committees.

The Home Office reassured that they are having conversations with NPCC representatives to ensure there is not duplication. Brendan Gilmour said this is about complimenting work that is already taking place and by looking at the next generation gaps and link in to these.

The Chair confirmed that Chiefs agreed the six recommended S&T topics and thanked the Home Office team and Charlie Hall for this work.

**Action:** Chiefs to engage and ensure local and regional initiatives compliment the Police Science and Technology work of CC Hall.

**Decision:** Chiefs agreed the six recommended S&T topics.

**Decision:** Chiefs endorsed Home Office Commissioning to engage with Portfolio/Coordination Committee Leads.

## **SESSION 4:**

### **Crime Business Area Update**

#### **The case for change**

Steve Jupp explained that the key issues are about collecting data in an ever changing technological world and this is often termed the 4<sup>th</sup> industrial revolution. Through the work that the NCA has carried out it has shown how capturing data and intelligence can lead to providing evidential benefits.

Steve Jupp invited Lee Johnston from Tracer to present.

Lee Johnston explained that Tracer is part of the NCA and is responsible for looking at threats, risk and opportunities. Tracer produces a strategic risk assessment with interim data feeds on a yearly basis.

The feature impact diagram outlines how the different threats and opportunities are divided into tiers. Tier 1 is the highest risk areas and tier 2 & 3 are less so. One area that is significantly increasing compared to previous periods is data volume. The volumes are increasing at a fast pace and this requires increases in resources. Telecommunication organisations are diversifying and there are many more mobile operators than in the past. There are many different organisations including oversee who have many different forms of data including the increase of mobile applications and the internet.

The problem for policing is how to utilise data in an operation context as encryption devices are problematic because they provide anonymity.

Over time there are changes in complexities of the sources of data and these are not being recorded by the telecommunication officers. For example, Lee Johnston said that Mesh networking will mean that there will be device to device connections and therefore there will not be any data stored by telecommunications companies. This presents challenges because the rate of change is not being matched by the operating environment.

#### **Communication capabilities collections and exploitation strategy (C3E)**

Katie Gardener said that by working with partners they have been looking at what the strategic response is to this ever-changing technological environment. The aim is to allow operational partners to respond effectively by acquiring data that allows them to prevent crime and protect the public.

There is a need to grow capability to access communications related data and with this growth the extent of coverage and available information can be maintained. The interception function is currently focused in the networks but from the changes outlined data is moving to into the application layer and there is more interesting information in the device. Therefore, there needs to be a re-focus and shift in investment into these areas. It will be important to work together on the

enablers through the end-to-end system to access data. This data can be used operationally and assist in progressing an investigation through to prosecution.

Darren Cousins is a technical director in GCHQ and he said that covert operations in policing rely on intelligence but this is becoming harder to access and more expensive as a result.

A practical demonstration was given on open-source data

Chiefs noted the presentation given by all Crime Business Area presenters.

### **Serious and Organised Crime Review**

**Decision:** Chiefs agreed the principles which were presented on baselining in collaboration between the PUP and the NPCC SOC Portfolio.

**Decision:** Chiefs agreed the following next steps:

- National SOC portfolio to confirm how the uplift is going to be used in each ROCU, following national and regional sign off.
- NPCC SOC portfolio to provide assistance around development of enabling costs and consistent standards where appropriate.
- Commence profiling and monitoring of uplift progress in line with the baselining principles.
- Commence planning with Home Office and across relevant NPCC portfolios for the significant uplift in 22/23 and the forthcoming Spending Review.

### **Holmes Proposal and Cost Implications**

**Decision:** ACC Heaton to continue process for re-contracting with Unisys.

**Action:** ACC Heaton to continue engagement and consultation with PICTco and Bluelight Commercial on contracts.

**Decision:** Chiefs did not agree to support the creation of a new project team to explore alternative proposals.

**Action:** ACC Heaton to re-work proposal and bring back to a future Chief Constables Council for a decision.

### **Clio Risks and National Connectivity – Funding Bid**

**Decision:** Chiefs agreed to support Option 3 to develop recommendation 6 of AG Public enquiry and the national risks held within the National Kidnap portfolio, whilst exploiting broader opportunities within broader Crime Business Area.

**Decision:** Chiefs agreed once both the CLIO team and future Holmes project team are up and running that the two respective leads should explore the possibility of efficiencies by bringing the two teams together.

## **SOC Tasking**

**Decision:** Chiefs agreed and signed off on all the recommendations made in relation to the SOC System Tasking Governance Model as per the paper.

## **Border Watch Listing MoU**

Mark Webster said this is an opportunity to detain those wanted for serious offences. The data on these offenders are often inaccurate and this may result in dangerous individuals being able to cross borders unnoticed. There is a small amount of funding to carry out a joint piece of work to improve the data on PNC and ideally this work could start in the first quarter of this financial year.

**Decision:** Chiefs agreed the MoU for implementation.

Forensics Update and the Grainger Inquiry updates were not able to be completed on day 1 of Council.

Andy Cooke confirmed the amended Grainger Inquiry document will be sent forces in the next couple of weeks and he asked for Chiefs to feedback directly to him.

## **Day 2 - 21 January 2021**

### **SESSION 5 (Part One)**

#### **Workforce Session (Part 1) - Inclusion and Race Equality – Police Plan of Action**

The Chair asked Chiefs to be more disciplined in sending out papers. The result of delayed papers is confusion on the day. Chiefs noted this.

The Chair welcomed Pam Kelly who is the NPCC lead on workforce.

Pam Kelly said she wanted to get a clear commitment and plan on what the service will do next. Before starting the discussion on the police plan of action on Inclusion and Race (I&R) she wanted to introduce Hector Mckoy who has been working on this piece of work since the first discussions at Council.

Hector Mckoy made referred to sections 3.2 and 4.4 in the submitted paper and said that these sections are a reminder of the commitments, challenges and responsibly that the NPCC signed up to in July. In particular, he said section 4.4 outlines the definition of critical incidents because it is not clear why this issue is not being treated as a critical incident by policing. If it were to be treated as a critical incident then additional resources would be provided without delay. Additionally, he said Chiefs need to commit to delivering on their commitments.

Forces are rewriting the communication and bespoke plans but he said there is a need to move further so colleagues feels something tangible and they should not have to wait for another watershed moment before change happens.

Pam Kelly thanked Hector and said Martin Hewitt has spoken with Doreen Lawrence and she has also spoken to Neville Lawrence. They both said that if policing is not serious about making changes they should stop immediately.

Janette McCormick said there has been a lot of time and resource carried out to shape this work and looking at what the added value is and what is different in this proposal. She said the paper provides a proposition to Chiefs to get a mandate to allocate the right resources for the work.

The paper sets out a clearer ambition and looks to have these aims embedded in the wider policing plan. The three key areas are:

- Internal workforce and inclusivity
- Police power
- Community engagement

They are also learning from other programs and have identified key enablers. Firstly, the use of collection and consistent data and the second enabler is using evidence to identify what has worked and scale this up. The third is both internal and external communication because they recognise the importance of stakeholders. Finally, the paper sets out what resources are required and how to create momentum. One of the recommendations is setting up an independent oversight and scrutiny board with an independent chair. This Chair will bring the experience and voice of black people and greater rigour and challenge to make sure policing is accountable to the public for the delivery plan.

Janette McCormick said in defining the scope of the work there has been detailed consideration into the language used and if the context should be wider. The findings in the paper supports the view that the focus should be on black people. The issues raised around there being a hierarchy of protected characteristics is recognised but the evidence support that this is the correct priority.

This work is looking to build on the existing committee structure to ensure that it is mainstream throughout policing. There are three key workstreams:

- Workforce internal culture
- Use of police powers
- Community engagement

The paper sets out the high-level priorities for the next year. The College of Policing (CoP) will lead on the evaluation & enabling work and the performance co-ordination committee will develop the operational information.

Chiefs raised questions about the scope of the proposal and had concerns about the potential challenge on hierarchy of protected characteristics. They agreed there is a need to concentrate on the enablers, the internal culture and the oversight and inspection would give the public confidence. It is important that this plan is the key focus but there should be alongside a NPCC diversity and inclusion strategy too. Chiefs felt the role of the College of Policing is important to set standards, accreditation, and regulations as it has the authority to make the required changes.

Finally chiefs need to get the comms right and show the other protected characteristics are also being considered.

Chiefs agreed the plan.

**Decision:** Chiefs supported in principle the following:

**(Defining the Scope)**

- Chiefs agreed to review the refined proposed scope and focus for a 'Police Plan of Action on Inclusion and Race at an extraordinary Chiefs' Council meeting taking into consideration wider inclusion issues and the connection to the allocation of resources and funding required for all various national pieces of work/uplifts required.

Chiefs supported the proposed planned activity and commitments for 2021/22 to be developed with the workstream leads subject to the next Chiefs' Council meeting to refine and agree the scope and funding required.

**(Governance, Oversight Board and Terms of Reference)**

- Chiefs agreed that scrutiny is done by PCCs, IOPC, HMIC and others. Chiefs supported setting up an advisory board, generating stretch, action and ambition in company with policing rather than more scrutiny.
- Supported and agreed the independent oversight and scrutiny, but Chiefs expressed that any set up would need to make sure that there is a link to local oversight, accountability and local force communities.

### **(Funding)**

- The central team have been and will continue to be essential to this work. Chiefs supported Option 2 but need to understand the detail of the costs for each and how this joins with the Op Model pathfinder work in allocation of resource. An outline of Option 2 is below:

*(Option 2 (Recommended) – Option 1, plus the cost of a central team, including a budget allocated for (a) continuous improvements, communications, research and evaluation and (b) national Taser review and research - funded by forces based on NRE)*

**Action:** A paper will be submitted for full agreement by chiefs at the next extraordinary CCC meeting on the 22 February.

### **Inclusion and Race - Officers Disproportionality in the Police Misconduct System (Closed Session)**

#### **Workforce Session (Part 2)**

##### **Wellbeing and Police Covenant**

Andy Rhodes explained to Chiefs that they have been peer reviewed and receiving positive feedback. They have secured funding, have deployable assets and can carry out training jointly with the CoP. Many international police forces make contact with them for guidance and is an example of their world leading reputation. The program has developed and is able to offer role specific guidance to support wellbeing. They have good links with other work streams such as OSSR, Uplift and FLR. They have a ROI tool and they are keen to get the vans back out to forces.

Work is being undertaken on the annual survey and data tracking is being carried out to get insight from the analysis. For example, there will be a new cadre of recruits because of the uplift and it will be important to track their experience. There has been a higher rate of officers leaving the force and it is important to understand why and this is flagged as key risk by the Uplift team.

The policing profession is very stressful and therefore all forces are working to achieving occupational health Standards. They are working with Bluelight Commercial to test the wider market and matching what models are being delivered regionally. There has been a significant increase in referrals for trauma and there is a good peer support infrastructure. They are using a demobilising and defusing model which is being offered to forces with a training course along with trauma support. They have line manager awareness, and wellbeing impact assessments

**Decision:** Chiefs discussed and supported the presentation. Chiefs agreed it was good to see a focus on real-time data and analytics on wellbeing and employee experience. Chiefs supported a move from the descriptive analytics to predictive and then prescriptive analytics to drive improvement – good practice from forces like Avon and Somerset and MPS to help shape options on this going forward.

**Decision:** Chiefs agreed to work with the Wellbeing and Uplift teams to work through recruitment processes on how they are applying the appropriate psychological assessments to identify those who may be vulnerable to trauma through policing.

**Decision:** Chiefs noted and supported the wellbeing presentation and key points to help support officers and staff.

**Action:** The wellbeing team will work with forces to share suicide prevention good practice to help promote and focus in this area of wellbeing.

### **Future Operating Environment 2040**

**Decision:** Chiefs supported the actions identified through the workshop discussions as follows going forward:

- Carry out an example stock-take and gap analysis on one of the priority areas such as AI Incorporate FOE2040 thinking into the Policing Vision 2030 & NPCCC strategy.
- Regularly bring futures items to Chiefs' Council, and to regional Chief/PCC meetings.
- Build momentum through collaborations e.g. with academia and by embedding futures work within leadership development at every level.
- Engage HO and HMICFRS and others in action to support futures preparation through Police Systems Working Together group.
- Conduct a progress review in six months.

The College agreed to report back to Chiefs' Council within six months to update on progress.

### **College of Policing Update (CoP)**

The Chair said the College Board had appointed Bernie O'Reilly as Interim CEO and he will now present on the College of Policing update.

In October, the CoP updated Chiefs on the future operating environment (FOE) looking up to 2040. There are four broad areas that have been identified: artificial intelligence, digital disinformation, trust in a digital era, workforce planning and future challenges and mitigations. Now there is a need to come up with the next steps and the CoP would like this to influence investment decisions and capabilities.

A workshop was held by CoP in December and they have formed a number of recommendations outlined in the paper in section 2.3 of the FOE report. The areas covered are greater visibility, collaboration with academia, to feature in leadership and systems work. A review will take place and be brought back to Chiefs Council in six months.

Bernie O'Reilly clarified that the SCC will take place from September to December and PNAC will take place between April and May this year. A total of 27,000 candidates have completed the online assessment process, 17,000 have been marked and 12000 have passed. Just over 11000 candidates have been through the NIE online assessment for sergeants and inspectors. They will be repeating the online process this year as well.

**Policing Education Qualifications Framework:** The Number of forces which are live with the new initial entry routes as at November 2020:

- Police Constable Degree Apprenticeship: 29
- Degree Holder Entry Programme: 21

- Universities currently running the pre-join degree in Professional Policing: 36
- Applications have been received from 15 forces to deliver the specific Detective DHEP entry route and 11 forces have completed the validation process. Six are now live.

Bernie O'Reilly has written to colleagues to commit to continued essential training and understands that Chiefs are equally keen to ensure this. He said the new Chair, Nick Herbert is keen on protecting the independence of the College of Policing. Also the position on the CEO for the College of policing is still outstanding.

Chiefs were supportive of the update from the CoP.

### **Uplift Programme Update**

**Decision:** Chiefs noted the update on current progress from the Uplift Programme and in-principle supported the process improvements as outlined from the presentation. It was agreed the programme would update on the following at a future Chiefs' Council meeting on:

- Assessment (on line) process – including plans being finalised with other forces who want local delivery and the costing model being proposed including the plan post June.
- Standardised pre and post assessment centre sift tools to eliminate adverse. The aim is to have national standards for recruitment in place from some time post April and an update will be submitted to Chiefs' Council pre April to update on.
- The "Access to Policing" (foundation courses) standard developed by the College of Policing after the launch to support entry routes into policing for those without the requisite qualifications.

**Action:** Bernie O' Reilly suggested sending a letter to Chiefs only, giving them a preview of the key findings of the online assessment process evaluation prior to full release of the report end of next month.

**Decision:** Chiefs agreed in line with previous decisions in the meeting it would be really helpful to wrap up all of the funding bids and the inter-dependencies that have been agreed over the past two days. A bespoke paper will be pulled together taking into consideration the connection to the allocation of resources and funding required for all various national pieces of work/uplifts required including the NPCC operating model to the next extraordinary Chiefs' Council meeting.

### **Pay and Conditions**

The Police Remuneration Review body makes its decision on the 29<sup>th</sup> of January and the NPCC is close to making it's submission and he thanked colleagues on their feedback. The review body have asked the NPCC to feedback on 60 points and this is a substantial piece of work.

Matt Jukes said that Chiefs were aware that early in the pandemic, work was carried out on injury of frontline officers on duty and in particular, said death benefits have been linked to pension. There was a strong challenge from the staff associations to treat these types of cases as injuries on duty which might have been caused by COVID infection. However, this was resisted by forces as every case should be treated on an individual basis. Matt Jukes wanted colleagues to know that they are starting to receive this type of class of future claims in relation to long COVID.

The National Rewards team (NRT) have made strong progress in several areas, for example it has been successful in extending maternity and adoption leave from 18 to 26 weeks. The work of the NRT has ensured that substantial numbers of retrospective claims action have not been taken.

Matt Jukes wanted to address the feedback from regions and said it is important to understand the context around these issues. Policing needs to make progress in a number of areas that are important to the Home Office and Treasury. He provided the following commentary:

- There is a need to have a break mechanism in place with pay progression standard by March 2022.
- There is concern that PDR processes are not at the level of maturity that is required.
- The Home Office see please pay as expensive at a system level and bound up in various pay allowances that result in generous pay rewards for individuals.

Matt Jukes said they must work hard to evidence that the police are using a professional pay structure that has had benchmarking applied (using 12 factors) on their pay scales and they have looked at 'not for profit' pay scales as comparators. The armed forces have been placed at 14.5% and police have been placed at 12% and Matt Jukes believes that there is a basis to move the weighting for the police service to 13%.

Andy Rhodes raised that there is an increase in police officers and staff falling into hardship. There needs to be a basis on which to describe to the Home Office why there are officers facing real hardship that this should be factored into the way that benchmark is carried out. The survey carried out by the Federation indicated that 83% felt that their pay does not reflect the risks they face on a day-to-day basis. At the next comprehensive spending review these facts are important to include in the case for a pay awards at a level which reflects these risks and the pay freeze should be unlocked when affordable.

There has been a long-standing action out from the PRB to carry out a Superintendent and Chief Officer pay review on terms and conditions. Matt Jukes wanted to thank, in particular, the Superintendent's Association for the support to produce a small number of recommendations but also Andy Rhodes and the APCC. The emphasis of these recommendations are to be transparent and consistent against a standard contract but with the appropriate flexibility.

There are currently 12 pay points for Chiefs (apart for the Met) and the rational behind these pay points are historic. 12 pay points means that there is a long line of spread and the working groups have recommended rationalise to 3 or four. There is general agreement on this but there also needs to have flexibility for PCCs to make pay rewards against the regulations. One area that is not agreed on is fixed term contracts for Deputy Chiefs Constables and equivalent.

### **Pension**

The pension consultation as a result of the McLeod employment tribunal should publish its report findings in late January. It will lay out the timelines for implementation of the revised pension arrangements until 2022. Matt Jukes said that it will not be possible for force pensions administrators to deliver the changes that are necessary by 2022 unless that outcome is clarified immediately. He doesn't think this will happen and the policing view is in common with a number of the other schemes. The potential result is to defer implementation until 2023. It should be noted that offices who will be leaving in that year will still be subject to the effect of the remedy.

The NPCC pensions team is also engaging with software suppliers, outsourced pension administrators and software providers to both understand and shape their approach. Plans and are in place to progress and deliver against the time scale set out in the consultation. Additionally, they are looking for the Home Office to liaise with the Treasury and HMRC around medical retirement and the NPCC are still waiting for a clear commitment over the next year. There will already be staff who have left on medical retirement and may suffer financial detriment or conversely have under paid their contributions and the NPCC pensions team are working very hard to get clarity for them on these questions.

Secondly in relations to pensions there are 40,000 injury to feeling claims. This is where people are significantly distressed because of the changes to their pensions. They have successfully put forward to the ET that the process must be structured. The position going forward needs to consider a range of issues such as COVID, annual leave, injury on duty, impact of working time directive and pensions but consideration needs to be given to how this will be resourced.

Matt Jukes clarified that pension decisions will most likely be in favour of deferred choice i.e. point at which you retire. He said that in relation to the uplift the retention of staff had been a better than expected but what we have seen over time is disproportionality for example mid service leavers are affected. This is why they are attending to pay issues such as maternity pay. There are several drivers for focussing on retention as a priority around pay and wider conditions alongside this.

The team that supports this work was originally funded by the Police Transformation Fund (PTF) and

this was on the basis that the reward framework for policing would be fully restructure removing conditions such as time related increments, pay points for advanced practitioners and other senior ranks from the structure. This was reflected in the leadership review as another wider workforce developments. The pay changes that would have been aligned to this have not been made and this was a council decision.

Matt Jukes said that policing will still have to demonstrate to the Home Office value for money. They are communicating to them on a weekly basis around the work and progress that is being made on pay progression to give them confidence that there is a mechanism in place to deliver key Home Office priorities.

In December it was announced that there was no budget settlement allocation for this strand of work and therefore Matt Jukes is working with other colleagues on other funding options such as reducing the costs or overlap with the uplift funding. There are senior leadership and coordinator roles that would better support the NPCC workforce coordination committee by being part of the integrated hub and Matt Jukes requests that this resource be released from the operating model to support that the workforce coordination committee. The other outstanding issue is resourcing the subject matter experts as this work informs the pay review body around the important benchmarking work previously discussed. It is key to make sure the Home Office regulations are drafted in ways which policing can operate effectively.

**Decision:** Chiefs supported the 8 recommendations as outlined below from the paper:

- The NPCC submission to PRRB reflects the tone and position on pay awards as outlined in the paper.
- Council endorsed continued work towards the implementation of the Pay Progression Standard by April 2022.
- Chiefs supported an increased valuation of the P Factor at 13%.
- The NPCC will strongly advise that any action on Chief Officer pay should be 'parked' until wider pay restraint is relaxed.
- In the absence of consensus on the removal of FTCs for DCCs, NPCC will seek the views of the PRRB based on the available evidence.
- Chiefs supported the submission of evidence of Superintendent pay to PRRB with the same caveat on 'parking' implementation until wider pay restraint is relaxed in future years.
- Chiefs endorsed the prioritisation of work to deliver the Pay Reform agenda by April 2022.

**Decision:** Following discussion in the meeting Chiefs noted the risks around National Reward Team funding however supported the three following ways forward:

- Funding the £5.2K per force to support the team resolving the 2021/2022 pressure.

- Further integration and efficiency as the NPCC Operating Model develops.
- The team should press for greater Home Office contribution on shared requirements.

### **Introduction from Lord Nick Herbert, Chair of the College of Policing**

Nick Herbert thanked the Chair for allowing him to address Chiefs. He said he is pleased and honoured to accept the appointment as Chair of the College of Policing (CoP). He relishes both the challenges ahead and working with chiefs and the NPCC. He believes that he was appointed to raise the profile of the CoP and act to reform the organisation.

Nick Herbert said that he proposed the concept of the CoP 10 years ago when it was not in the conservative's manifesto and he persuaded the Prime Minister that they were not creating another body with no purpose. He thought then and he does now that the CoP has such an important role in relation to the standards of policing, ensuring that the service is equipped with the correct skills to meet the challenges of the future. He would like there to be a strong evidence base that directs and develops leadership programs and there is the opportunity for the CoP to go further on the leadership centre plan which he feels is very exciting. There is more to be done particularly in demonstrating to ministers the benefits that the CoP brings through an evidence base.

Nick Herbert said he will initiate a review which he will carry out personally and therefore it won't be a Home Office led review. He will consult fully with the service and stakeholders about the direction of the CoP and what they feel its priorities should be.

Nick Herbert said the next step is to appoint the Chief Executive and he realises that the delay is not satisfactory. He thanked Mike Cunningham for his contribution and the progress that he made including the way in which the CoP has responded to COVID. He said that he has confidence in Bernie O'Riley as the interim CEO and looks forward to appointing an excellent service leader to run the CoP. He wanted to emphasise that his job is, with the board and ministers, to implement governance, to offer strategic vision and direction. The post of CEO will be a police leader and this is written in law that the CEO will run the CoP on a day-to-day basis. Nick Herbert wants the incoming executive to contribute to the review so the new CEO feels they have fully contributed to the future direction of the CoP. He said they will need to replace Ian Hopkins who has now left policing.

The following discussion took place:

The role of the CoP will include the use of technology and it is critical to take advantage of how technological developments will positively impact on crime reduction and the other opportunities it brings.

Nick Herbert confirmed that the CoP will be the independent body that sets standard, policing will implement these and the HMICFRS is the body that inspects the police service.

The College will have a voice and it is the CEO who will be the figure who leads on this.

Chiefs noted the update.

**Action:** The College will share the future review of the College of Policing with chiefs to feed back on.

## **SESSION 6**

### **Performance Management Coordination Committee – Update from New Chair (Closed Session)**

#### **Forensics Update (given during Performance Management Update on day 2 of CCC)**

James Vaughan wanted to briefly update Chiefs and reminded them that Forensic Capability Network (FCN) went live on the 1st of April last year. He said that the FCN governance structure uses the section 22(a) as the vehicle for the national collaborations. In the discussion about the section 22(a) with Chiefs in the autumn there was not a decision made about funding in the spending review submission. There was also some resistance from Chiefs and PCCs to sign a section 22 (a) because it was seen as potentially a vehicle to committing them to a national capability.

James Vaughan said there is still some work to do to persuade Chiefs in every region of the benefits of funding FCN which is currently funded through the baseline and therefore reallocation. It is therefore important that each force engages with the FCN to both get the benefits from the asset but also hold it to account. James Vaughan has produced a plan based around the section 22 (a) so that the risks are eliminated and commitment to the FCN will not be indefinite. If the funding model

changes then forces will have the opportunity to withdraw. FCN is funded for another 18 months and the section 22 (a) will be re-circulated for chiefs and PCCs to consider.

A governance board has been set up and it needs to be represented at Chief Officer level so regions can hold this capability to account and understand the benefits, drive, oversee and scrutinise performance.

A paper was submitted to Council in the autumn link voting and governance of the FCN together. James Vaughan has surveyed police forces nationally and the response indicate that the majority wanted a vote per force. The FCN board feels that there should not be re-writing of the constitution and recommends using the same decision-making processes that is used in the regional meetings. Chiefs representing their force areas at the regional meetings will form a consensus of opinion and this would provide a pragmatic decision-making vehicle.

Chiefs welcomed receiving the section 22 (a) and agreed the correct representation is correct and accepted that the voting rights at the FPN board should be delivered using the regional structure.

**Decision:** Chiefs supported the direction of travel and agreed the following:

- Forensic Capability Network (FCN) s22a would be re-circulated to all chiefs and PCCs allowing for further de-risking to forces.
- Appeal for good representation on the board would be supported going forward.
- Voting arrangements/rights for members within the national FCN collaboration agreement would now follow the same type process as Chiefs' Council.

## **SESSION 7**

### **National Data Analytics Solution (NDAS) Presentation and Discussion**

Dave Thompson introduced this agenda item explaining that this tool provides insights and management information for West Midlands. There is an operating system and a data science team who carry out evidence-based practice by producing predictive analytics based on algorithms.

Dave Thompson introduced Chris Todd who said he is the NPCC lead for data analytics. There is a National Police Data board which addresses issues around data quality and standards, and this is supported by the College of Policing, other teams such as Tracer and the NCA. The NPCC ethics portfolio has been involved in developing national standards on data analytics. Therefore, he will concentrate this presentation on the capabilities.

Chris Todd explained there are first class data analytic platforms across forces however the delivery of data analytics across 43 separate forces is inefficient and not cost effective. The key deliverables are aligned across data analytics, digital strategy and criminal justice strands. He explained it is important to understand the distinction between data analytics, data science and advanced analytics in order to be able to identify what the value of this model brings.

Data analytics is the application of tools to analyse data and uses advanced statistics and mathematics to draw insight from the data. Chris Todd said that machine learning isn't used widely by forces. He suggested reasons for this could be the lack of ability to automate or extract the data sets, not having the cloud platform on which this tool can store the data and not having the capabilities in house. However, he said that NDAS does have this capability.

The Digital data and technology board and digital strategy is in place and they need to look at implementing the next stage. To meet the needs of HMICFRS and the Policing Minister policing needs to provide a single system approach to analytics, and this requires central direction, co-ordination and support. Also, they need to ensure that standards and ethical deliveries are in place. Finally, Chris Todd said there is a need for policing to maintain operational independence for all forces and the long-term sustainability and therefore having the capability within policing is key.

Chris Todd handed over to Matt Tite

Matt Tite provided an overview of NDAS. He explained that there were four phases within the logical data model. The first aim was to develop the platform and process data to illustrate the proof of concept. This starting point was to develop different themed cases and there are 7 of these. Examples of the themes are violent crime looking at hot spots that contribute to harm, domestic abuse case and assessing the risk of harm. The development of the cases is dependent on the appropriate information sharing agreements between agencies. The harmonised data stage is key as this process makes the capturing and processing of data consistent. This will align data that is received from multiple police forces with different systems and this alignment is based on people object, location and events. It maps all data against these criteria and provides a structure that can be transferred into the machine learning zone. Machine learning can enhance and develop the data so there are further benefits. Without the harmonisation process the data could not be used because it would be too inconsistent and none of the machine learning and analytics could take place.

A demonstration is given on how the cases are processed by the NDAS tool using modern slavery as an example.

Fiona Gaffney said she is a super user and she is working with the end user team to look across the data as it goes through the system to the harmonised layer. They ran a workshop recently where eight of the user teams were able to use the platform to both see the benefits but also identify any issues that may emerge.

The information sharing agreement has been produced to ensure the quality of the data and the product design. This allows transparency to those who may challenge the decision making, to eliminate any potential assessment bias and provide clarity on how the information is going to be shared. The information is a guide rather than an absolute decision-making tool.

Key searches are carried out on primary and secondary data and this allows additional threats to be highlighted and resources to be focus most effectively, making sure that the investigating team are

looking in the right place. The search function allows them to identify up any new emerging threat in the last seven days. This also allows you to see where there isn't the necessary information and intelligence and target those areas. NDAS has provided an application that can be taken away and use in partnership meetings.

Workshops and training are being carried out to make sure that users understand exactly how the platform works. There are discussions that are ongoing around getting a live feed for the data. One thing to note is non-crime does not appear in the feed which means that the teams don't have sight of flagged or missing people or a non-crime occurrences. These sit in the backlogged items and work is ongoing to address this.

Matt Todd said key projects challenges are getting access to the data and having the technical ability to receive data from partner forces. The second challenge is information sharing and the ability to get police forces to sign agreements and the third challenge is around what the future of data analytics will be in policing. It is important to mobilise the capabilities and put them into operational affect. By demonstrating the value to national policing this will support the continuation of this capability. However, they used a third-party to prove the concept but this is not a sustainable method of deliver this going forward.

Chiefs said this is an important piece of data analysis which they want to support. They would appreciate a chart that shows how individual forces data analytic units feed in to NDAS and then how this feed into the other national intelligence systems before discussing financing this in the future. There also is a need to develop a plan including a target operating model about how this would be disseminated to other forces. They recognised that data quality is key and their intelligence and capabilities should be joined up.

**Decision:** Council noted the presentation and the work by Home Office on assessing the landscape of data analysis and data science.

**Decision:** Commissioner Dyson and IMORCC intends to work to develop a clearer landscape for police capabilities in this area after discussion from chiefs to see what a federated data exploitation system would look like from the local to the national (to include CT and SOC).

**Decision:** IMoRCC to work with the team on joining up Data/literacy skills for policing nationally and would discuss how data quality and standards work knits across.

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

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

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

An extraordinary Chiefs' Council meeting will be held on the **22 February 2021**.

The next full Chiefs' Council meeting will be held on **24-25 March 2021**.