

Security Classification	
NPCC Policy: Documents <u>cannot</u> be accepted or ratified without a security classification (Protective Marking may assist in assessing whether exemptions to FOIA <u>may</u> apply):	
OFFICIAL-SENSITIVE	
Freedom of information (FOI)	
This document (including attachments and appendices) may be subject to an FOI request and the NPCC FOI Officer & Decision Maker will consult with you on receipt of a request prior to any disclosure. For external Public Authorities in receipt of an FOI, please consult with npcc.foi.request@npfdu.police.uk	
Force/Organisation:	NPCC
Date Created:	6 October 2021
Coordination Committee:	NPCC Central Office
Portfolio:	N/A
Attachments @ para	N/A
Information Governance & Security	
In compliance with the Government's Security Policy Framework's (SPF) mandatory requirements, please ensure any onsite printing is supervised, and storage and security of papers are in compliance with the SPF. Dissemination or further distribution of this paper is strictly on a need to know basis and in compliance with other security controls and legislative obligations. If you require any advice, please contact npcc.foi.request@npfdu.police.uk	
https://www.gov.uk/government/publications/security-policy-framework/hmg-security-policy-framework#risk-management	

Chief Constables' Council Minutes

29-30 September 2021

Attendees

AC Martin Hewitt	NPCC Chair
CC Sarah Crew	Avon and Somerset
CC Garry Forsyth	Bedfordshire
CC Nick Dean	Cambridgeshire
CC Mark Roberts	Cheshire
DCC Chris Armit	Cheshire
Cmsr Ian Dyson	City of London
DCC Helen McMillan	Cleveland
CC Michelle Skeer	Cumbria
CC Rachel Swann	Derbyshire Constabulary
CC Shaun Sawyer	Devon and Cornwall
CC Scott Chilton	Dorset
CC Jo Farrell	Durham
CC Claire Parmenter	Dyfed-Powys
CC Ben-Julian Harrington	Essex

CC Rod Hansen	Gloucestershire
DCC Terry Woods	Greater Manchester
CC Pam Kelly	Gwent
CC Olivia Pinkney	Hampshire
CC Charlie Hall	Hertfordshire
DCC Paul Anderson	Humberside
CC Alan Pughsley	Kent
CC Chris Rowley	Lancashire
CC Simon Cole	Leicestershire
CC Bill Skelly	Lincolnshire
CC Serena Kennedy	Merseyside
Commissioner Cressida Dick	Metropolitan Police Service
Dep Cmsr Sir Stephen House	Metropolitan Police Service
AC Helen Ball	Metropolitan Police Service
AC Louisa Rolfe	Metropolitan Police Service
AC Nick Ephgrave	Metropolitan Police Service
AC Neil Basu	Metropolitan Police Service
AC Matt Jukes	Metropolitan Police Service
CC Andy Adams	Ministry of Defence Police
CC Carl Foulkes	North Wales
CC Paul Sanford	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 Mark Hamilton	Police Service for Northern Ireland
CC James Vaughan	South Wales
T/CC Lauren Poultney	South Yorkshire
CC Emma Barnett	Staffordshire
CC Stephen Jupp	Suffolk
CC Gavin Stephens	Surrey
CC Jo Shiner	Sussex
CC John Campbell	Thames Valley
CC Debra Tedds	Warwickshire
CC Pippa Mills	West Mercia
CC Sir David Thompson	West Midlands
CC John Robins	West Yorkshire
CC Keir Prichard	Wiltshire
CC Lucy D'Orsi	British Transport Police
CC Simon Chesterman	Civil Nuclear Constabulary
CEO Andy Marsh	College of Policing

DG Lynne Owens	amy
DG Steven Rodhouse	National Crime Agency
DG Nina Cope	National Crime Agency
Dep Brig Sarah Pringle-Smith	Royal Military Police
Col Mark John	Royal Military Police
Wg Cmdr Mike Dixon	Royal Airforce Police
Wg Cmdr Nicholas Card	Royal Airforce Police
Brig Vivienne Buck	Royal Military Police
Cmdr Dean Oakley	Royal Navy Police
CO Ruari Hardy	Guernsey Police
CO Robin Smith	States of Jersey Police
CO Gary Roberts	Isle of Man Police
CC Chris Eyre	Sovereign bases of Royal Cyprus Police
Cmsr Ian McGrail	Royal Gibraltar Police

In attendance

DPP Max Hill	Crown Prosecution Service
AC Robert Beckley	Assistant Commissioner – Op Resolve
DCC Janette McCormick	Operation Uplift
ACC Peter O’Doherty	Metropolitan Police Service
Duncan King	Metropolitan Police Service
Professor Paul Taylor	NPCC Chief Scientific Officer Policing
Abimbola Johnson	Chair of Independent Scrutiny and Oversight Board
Cmdr Alison Heydari	Metropolitan Police Service
Nick Herbert	Chair of the College of Policing
Gemma Stannard	NPCC Strategic Hub Lead
Tracy Holyer	NPCC Reform Lead
Hannah Hart	NPCC Strategy, Planning and Performance (SPP) Lead
Lee Milton	NPCC Strategic Planning and Risk Manager
Angela Connolly	NPCC Business Support Lead
T/Ch Insp Wayne Nash	NPCC Staff Officer
Najat Idris	NPCC Operating Model
Luke Edwards	Home Office
Rachel Watson	Home Office
Dean Hatton	Sussex Police
Richard Hampson	NPCC Senior Business Officer
Cathy Willis	NPCC Executive Assistant
Justine Brisley	NPCC FOIA
Fi Greenlees	NPCC FOIA
Stuart Sterling	Home Office, Government Liaison

Nicola Growcott	NPCC Head of Communications
Robert Hardware	NPCC Public Affairs Officer
Izzy Grainger	NPCC Communications Manager
Glenn Sebright	NPCC Deputy Head of Communications
Andy Begent	NPCC Data Protection Manager
Emily Colwill	NPCC Business Officer
Cathy Willis	NPCC Executive Assistant to NPCC Chair

SESSION 1:

ATTENDANCE AND APOLOGIES

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

Chief Constable Stephen Watson – Greater Manchester Police
 Chief Constable Simon Byrne – Police Service for Northern Ireland
 Chief Constable Richard Lewis – Cleveland Police
 Chief Constable Lee Freeman – Humberside Police

MINUTES AND ACTIONS FROM PREVIOUS MEETING

The minutes for the previous meetings held were agreed:

- July 2021 – Agreed

Action Log

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

A paper and report is being produced for the December Chiefs' Council meeting and a number of workshops have been scheduled for all law enforcement partnerships to attend and provide consultation. **Action is Open.**

Session 4 (July 2021) – Update on the Independent Strategic Review for Transforming Forensics Programme and the Forensic Capability Network (Action Owners: Alan Pughsley):

A paper with recommendations has been produced and was submitted to the Crime Coordination Committee Meeting on 22 September. It was agreed an extraordinary Chiefs' Council meeting would be set up in October for all chiefs to review and agree all recommendations. **Action is Open.**

Chair's Update

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

Appointments

- Scott Chilton appointed as Chief Constable for Dorset Police
- Andy Marsh has been appointed as CEO for the College of Policing
- Pippa Mills has been appointed as Chief Constable for West Mercia Police

The Chair thanked Lynne Owens for all the support and contributions made to policing as this was her last Council meeting. All chiefs wished Lynne well for the future.

CHAIRS UPDATE

Covid-19 Update-

Chair stated the Covid-19 pressure on policing has settled. Absences are recorded at around 5%, which showed a slight increase.

Decision: Chiefs noted the update.

Strategic Policing Partnership Board (SPPB)

The Chair summarised the purpose of the SPPB is to gather key members from across the policing sector together quarterly to discuss the current strategic positions. SPPB will not be a decision-making forum, it will be for direction and decisions will continue to be made at regional level.

Decision: Chiefs noted the update

PCCs Review

The Chair stated part 2 of the PCC review has begun. He will attend the advisory board and several technical groups have been created to focus on specific areas.

Decision: Chiefs noted the update.

Emergency Alerts Launch – October

CC Gavin Stephens advised the launch has begun and will conclude in the second half of October.

Action: The launch has been delayed until the second half of November and a further update will be published on ChiefsNet.

Op Talla National Awards 2021

The Chair stated the Op Talla National Awards is an opportunity for NPCC to recognise the work undertaken at the centre. There will be the opportunity for colleagues to submit nominations, however nominees should be individuals who supported and worked at a national level.

Decision: Chiefs were encouraged to put forward nominations for the awards to the NPoCC team.

Bullshire Issue Update

CC Gavin Stephens stated over the most recent weeks Bullshire has displayed racist, sexist, misogynistic content. The posts are trying to hook colleagues in to some of their hosts, however advice has been provided to stay away from this. A freedom of information request has been submitted in relation to this, therefore there may be the requirement to release a statement.

Decision: Chiefs noted the update.

Jubilee Medals – Equality Impact

CC Rachel Swann stated awards (medals) are currently awarded at the five years' service mark, however a large proportion of the workforce is at three years or less which as a result there is a disproportionate effect on women and black and ethnic minority officers. CC Rachel Swann advised it is not clear how straight forward it would be to address the change, however would welcome Chiefs who are in agreement with this.

Wayne Nash mentioned a coin has been procured for Police Staff and it is at the forces discretion as to how many they purchase and which Police Staff are awarded the coin. Guidance and information on how to purchase the coin will be distributed shortly, however this could bridge the gap for this Jubilee, should Chiefs wish to.

Action: NPCC Chair to write on issues relating to Diversity on the Jubilee Medals to the Home Secretary and Ministers.

Action: Guidance with costings on purchasing coin process will be circulated to all chiefs on ChiefsNet.

CPPB Performance Update

CC Shaun Sawyer stated Chiefs are accountable for their own forces' performance, however it is significant for Chiefs and Deputies to engage in the regional approach. PCCs will be writing to Chiefs regarding the National Scorecard and it is being urged for them to discuss processes and accountability.

Action: Chiefs were requested to check and report into PMCC by the 18 October to see if they have any similar cases, where perceived belief of the victim led to an investigation with consequences similar to those identified in Operation Midland (recommendations made in the report by HMICFRS).

ESN Update

Chair stated the ESN business case has taken through the Major Programme Review Group and we have provided feedback, and it has been fully approved as a business case and therefore the finances at risk have now been released.

A full session will be presented by CC Kier Pritchard in Decembers Chiefs Council.

Action: Paper and substantive item to be submitted to the December Chiefs' Council meeting.

Action: ESN briefing note from Simon Parr to be circulated to all chiefs on ChiefsNet.

REGIONAL PAPERS

NPCC Local Policing Coordination Committee Briefing

Decision: Chiefs noted the update.

Job related Fitness Testing – Update and Recommendations

Action: The paper was supported as interim guidance working towards bringing this into the wellbeing agenda (phase 2). A future funding paper will be submitted to the finance coordination committee and then to the December Chiefs' Council meeting.

NPCC Criminal Justice Coordination Committee Update

Decision: Chiefs noted the update and CJ is now Session 4 on the agenda as a substantive discussion item.

National Enabling Programmes Update

Decision: Chiefs noted the paper

Civil Contingencies - Commanders Training

Action: Author of the paper to make contact with North Yorkshire Police in the North East region re clarification required about the delivery model. This is an area where in North Yorkshire they are already in a progressed situation where they are running or own MAGIC course and work is ongoing within the LRF to ensure we have commander resilience across organisations.

Decision: Chiefs noted the update and approved the mandating of MAGIC training and appropriate CPD for civil contingencies major incident commanders. The above point on the Integrated review of Local Resilience Forums (LRFs) is on the agenda for discussion as part of session 9 – Operations.

Funding Formula Review

Action: Author to confirm to forces detail about Group membership and concerns raised on representation from the regional feedback and the need for clear roles and responsibilities of those on the Groups.

Decision: Chiefs supported the following decisions:

- Note the contents of the report
- Agreed to the proposal at para 3.1 and provide feedback through regional meeting on whether to extend the reference group to include APCC and PACCTS
- Agreed the approach at para 3.2 of the paper.

There was also agreement that a timeline for this work should be provided including how political milestones (e.g. spending reviews and the next election) interact with the review.

HOSOL Data Review (Closed Section)

National Personal Safety Training

Action: Chiefs agreed a need for standardisation of training and the curriculum process.

Special Constabulary Representation by Police Federation

Decision: The majority of chiefs supported the principle of the paper and agreed that Specials should not pay themselves. Local Policing Coordination Committee will work with the Police Federation on costs after the first year and only see this as an Interim solution.

NPCC Comms Strategy 2021-2023

Decision: Agreed next steps as follows:

- Reform the strategy with all force heads of comms
- NPCC Comms will write out with the updated strategy and timeline for delivery to all chiefs
- NPCC Comms will write out offer to all forces on how to access this including tier support
- Further consultation on the use of wider comms network will be tested and explored going forward

Chiefs supported the strategy

National Standards for Police Officer Recruitment

Action: Author to share paper with ISOB chair for comment.

Decision: Chiefs supported the need for standardisation of this process however requested further discussion on the issues highlighted above in Session 1 at Chiefs' Council before a final decision is made.

Session 2 – NPCC Inclusion and Race Equality Programme

CC Dave Thompson advised that he would provide an overview of where the programme work was to date including an overview of some of the workstream areas. CC Thompson introduced Abimbola Johnson, the newly appointed Independent Scrutiny Oversight Board (ISOB) chair, who would provide an introduction of herself and her role as ISOB chair.

CC Thompson advised that the programme was moving into a critical phase as we move into Autumn. The programme of work had been discussed previously at Council where lots of good intentions had been voiced; the challenge was to now turn the good intentions into a plan of transformational action. Since discussions in January, activity had been focused on mobilising staff to support the programme although there had been some challenges in getting staff into post including the appointment of a programme manager. The Chair of the ISOB had been appointed however recruitment of board members had not yet taken place. Three programme board meetings had been held which had been positive with deep dives held on specific areas including engagement.

The paper brought today, provided an overview of an outcome's framework developed by the College of Policing, which provided a statement of achievements to be delivered by the programme and how these would be measured and tracked. Chiefs were asked to approve the outcome framework.

CC Thompson provided an overview of the consultation work that had taken place with members of the public, specifically members of the young black community. This consultation had flagged up a lack of focus on protecting and the sense of over policing and under protecting and therefore a mandate would be sought from Chief Constables for the programme to consider how to take these issues forward. CC Thompson summarised that the plan for the first few years of work was felt to be in the right place however the plan required greater maturity and transformation as well as learning from other sectors in order to increase its ambition and connectivity. CC Thompson highlighted that the outcomes framework needed further development and the issue of resourcing had to be addressed to ensure the required commitment and skilled staff in order to deliver the plan.

Nicola Growcott, Head of NPCC Communications, provided a summary of the audience insight research which had been undertaken with 'Britain Thinks'. The research had used a mixture of polling and focus groups with a representative sample of the public with particular emphasis on hearing the views of Black and Asian people. The main arising themes were: a lack of trust particularly in Black and Asian communities, strong scepticism around policing and the relationship with communities and how this plan would change this – despite this there was also positive support for policing for undertaking activity in this area. There was a strong feeling that this work should look, feel and sound different and work was undertaken to test some of the language that has been included in the College of Policing outcomes framework with the term 'anti-racist' resonating across the board whereas some of the more commonly used language such as inclusion and diversity did not feel different. Another arising area was the need for tangible, specific outcomes with set timelines and a clear overview of how would policing be held to account for delivery and how members of the community could see delivery.

CC Pam Kelly highlighted sections 3.6 to 5.1 in the submitted paper and the summary of areas that the workforce workstream were looking at and she asked Chiefs to review this in order to avoid

areas of duplication. CC Kelly highlighted the work being undertaken around both fair representation and workforce data and that this was being broadened to include police staff and volunteers data to enable a real understanding in terms of representation. CC Kelly provided a summary of work to track and monitor staff perception and comments on the point of joining and then over the years. Some areas of good practice were highlighted around buddying schemes, however it was crucial for line and middle managers to understand the importance of this work and engagement was ongoing with the diversity, equality and inclusion workstream to ensure that policing was doing all that it could around recruitment, retention and progression of black officers and staff. CC Kelly concluded that positive work was ongoing around the uplift programme however more was required to understand and improve the policing culture and this was a priority area.

CC Lucy D'Orsi provided an overview of the use of powers workstream which was mainly focused on the use of taser and less lethal weapons and looking at disproportionality in this area as well as stop and search and its application as a use of power. This workstream was being developed with key stakeholders and senior leaders leading on each area. CC D'Orsi highlighted that the use of taser polarises opinions and some funding has been secured to look at disproportionality as young black men are 8 times more likely to be subjected to taser use. CC D'Orsi highlighted the need to be clear on language as taser did not mean firing and in instances of taser firing there were not the same levels of disproportionality. CC D'Orsi provided a summary of work undertaken to understand the root causes of disproportionality in taser use. This work had been tabled with the national independent advisory group who had provided strong challenge and as a result, an independent panel had been established with representation from across the breadth of interested lobby groups in this area. This panel was in its first stage of academic research and this would then move to a commissioning process.

CC Garry Forsyth provided an overview of the stakeholder workstream where it was accepted that more work was required. CC Forsyth summarised the stakeholder group which was made up of internal staff and support associations along with some external representation. The group provided challenge which was positive and whilst there was some scepticism around whether the plan would deliver something different, progression was being made.

Abimbola Johnson introduced herself and provided an overview of her background as a defence Barrister specialising in both criminal and professional regulatory law which provided a lot of contact with police officers in a court environment, engagement with victims and defendants of crime and observing the level of disproportionality both within the criminal justice system and professional tribunals (not limited to the police but also in the healthcare arena). Abimbola advised that she led on the diversity and inclusion committee within her Chambers and was tasked with developing a diversity and inclusion action plan and measurable goals to push forward change in the internal culture. Abimbola highlighted some of the observations made by Lord Scarman within his report, which was published 40 years ago next month, and felt that many of the aspects raised then feed into the four workstreams within the NPCC action plan which was disheartening to see they still exist today. Abimbola highlighted that most of those that the police engage with are not criminals but are witnesses and victims and therefore the emphasis of policing must move towards its interaction with people on a day to day basis and what impression they will be left with that will be fed back into the system and its legitimacy.

Abimbola provided an update on activity which would commence to recruit six members of the ISOB and advised that these board members would be made up of members who were outspoken on policing issues, challenging and able to push back in a constructive manner accepting this would be challenging but with a drive to achieve results. Panel members would be both an academic and

community focused background and the recruitment process would be supported by a specialist recruitment agency to find talent from non traditional backgrounds. Abimbola highlighted a significant concern she had regarding the allocated funding to the programme equated to approx. £3,000 from each force. Abimbola felt this did not demonstrate the required level of commitment or legitimacy and whilst funding was not being discussed today, Abimbola asked that when funding for the race and inclusion work was discussed at Council, the appropriate level of resourcing and engagement was provided so that this could succeed.

CC Thompson thanked Abimbola for her introduction and the work that she had undertaken to date since taking up the role as ISOB chair. CC Thompson stressed that there was much work ongoing within forces and some of the communications needed to capture this good work. Chief Constables Council in December would consider the financial asks alongside the public facing element of the plan and support from Chief Constables was crucial.

CC Andy Marsh highlighted the role of the College of Policing around continual professional development, obtaining an evidence base and standards and felt that the new police training provided an opportunity to provide inclusive, people focused training. CC Marsh offered the College of Policing to be a key partner in this work. CC Marsh provided a personal account of his experience in this field and the need for open thinking as well as personal and inclusive leadership. CC Marsh supported the need for increased funding.

CC Carl Foulkes provided a summary of the key headlines arising from the Diversity Conference which included the impact of historical issues alongside the issues around the internal culture of the policing and consider the use of powers. There was also feedback that staff felt tired of having the same debates and there was an aspiration for change. Abimbola commented that within the policing environment there was a frank discussion on these issues however this did not translate to public media forums and whilst it was accepted this was a big ask, this did need to be adopted for the plan of action in order to provide legitimacy.

AC Louisa Rolfe provided a summary of the outcomes of the domestic homicide work that was undertaken during the summer, and it was noted that there was few instances of women from black

communities reporting instances to police before a homicide and this was considered an indicator of a lack of confidence in reporting. AC Rolfe was supportive of an additional workstream around protection and the use of the term anti racist.

CC Shaun Sawyer invited Abimbola and/or members of the ISOB panel to visit forces as there were cultural issues that were affected by both geography and history. CC Sawyer highlighted the impact of mental health issues and highlighted that policing has pushed back strongly on these areas. Abimbola was supportive of this and highlighted the need for these messages to be transparent to the average citizen.

Cmsr Cressida Dick advised that previous debates had been focused on what happens on the national level and what happens locally. Cmsr Dick highlighted that it was key that this was led personally by all senior leaders and that the national work drives and supports local activity. Cmsr Dick highlighted the need for specific, practical and fast time deliverables of change so that activity can be seen to be done.

2.1 Action: Paper will be submitted with funding options to the December Chiefs' Council meeting.

2.2 Action: Chair of the NPCC DEICC to share key learnings from the DEI conference with all chiefs.

Decision: Chiefs noted the update and welcomed the engagement with the IOSB chair.

Decision: Chiefs agreed the following recommendations from the paper:

- Agreed to adopt the outcomes framework at section 11 of the paper.
- Supported the addition of a fourth workstream to the programme.

Session 3: Serious and Organised Crime Coordinator Proposal (Closed Session)

Session 4- Overview of Criminal Justice

Case progression

Chair opened the Criminal Justice session and stated there is a wide range of Criminal Justice developments ongoing, therefore this is of the very highest interest of government. There is an awful lot to do in terms of recovery and reform and many within the room are involved in this. We have a new Lord Chancellor, Robert Buckland as a result of the reshuffle.

AC Nick Ephgrave thanked all for the session this afternoon to discuss a topic with a chequered reputation and this is fundamental part of what we do.

AC Nick Ephgrave feels keenly the responsibility of trying to represent accurately the views of the service, and does fret sometimes that the balance is right of trying to recognise the areas of knowledge where we need to do better whilst meeting the relevant principles, and welcomes any feedback.

AC Nick Ephgrave introduced new Criminal Justice team members:

Jenny Gilmer (South Wales)– Courts Portfolio

Nick Dean- Charging Portfolio

John Roy (Merseyside)- Bail Portfolio

Alison Heydari (Metropolitan)- Out of Court Disposals Portfolio

AC Nick Ephgrave provided context that the particular Government administration are focused on the problems of the criminal justice system, not just within policing and CPS but right through courts and beyond, and have made some bold statements on how things needs to change.

A raft of meetings have been set up in order to drive the agenda forward, the first of which is the Criminal Justice Action Group which is aimed to drive improvements throughout the Criminal Justice System. There are thematic areas which are looked at from timeliness of investigation through to the victim, engagement through to reducing the use of our UI, increasing and better understanding the data.

The Criminal Justice taskforce that is chaired by The Policing Minister, Kit Malthouse MP, with a sharp focus on RASSO, serious sexual offences and how we can improve our performance across the prosecution team. The aspiration and mission of the taskforce is to bring the level of rape and sexual harm back to the level it was in 2016 in terms of percentage. Beneath the high level meetings, the director and AC Nick Ephgrave co-chair the Joint Operational

Improvement Board. The attendees include key decision makers, directors and leaders and covers three thematic areas, which are disclosure improvement, case progression and RASSO. Alongside this there is Court Recovery, which predominantly is representing the service at all of the recovery meetings that are going on to try and understand what recovery looks like and have recently put together a series of road shows that they're taking around the regions to try and get your Criminal Justice leads up to speed on all of the issues I've talked about, three have taken place already and there will be more ongoing. CC Nick Ephgrave requested for Chiefs continued support as it is very important to understand views and to summarise the difference in feelings and views in order to articulate this. Secondly, leadership skills are vitally important as only Chiefs can decide whether or not this is going to succeed in your area by the amount of effort and energy and commitment, you're prepared to put into it. However, there are variations across the country, and it is important to understand why this is.

AC Nick Ephgrave requested acknowledgement of areas of improvement and the plans for this. And finally, the commitment from all to improve the ability to bring offences to justice as this is a fundamental part of our mission.

CC Jo Farrell stated case progression signed an agreement with the CPS and College of Policing just as we went in March 2020, just before we went into lockdown. A lot of the workforces have engaged with the deep dive in case progression which took place during the pandemic, in 9 police areas and 5 CPS areas. An overwhelming theme was around communication and relationships, the way relationships are managed between different ranks, levels and partners, CC Jo Farrell requested Chiefs to get involved and look into the relationships between different agencies. Within the commitment four key streams of work were identified:

- Case submission standard
- Quality of processes and systems
- Defence engagement
- Victims and witnesses proactive support

National File Quality Assessment (NFQA), when we were moving through the pandemic we were issued with new guidance, and we worked tirelessly to get up to speed. We had an old way of assessing this and it was shown as very lengthy, lack of engagement, small amount of cases that were being assessed and very complicated. This has brought together a new Directors Guidance (Charging) Assessment (DGA), this is being tested across forces and is scheduled to launch 1st October 2021 and this will be the main way we are assessed and will feature in the Criminal Justice scorecard. DGA is being tested across 8 forces, and weekly surgeries are taking place across those forces to make sure that we are best placed to use this new joint assessment tool.

Suggestions and areas of work that have been identified as good areas of practice across the country:

- Early case planning conferences
- Early meetings between forces and CPS
- Management of the investigation and presentation prosecution strategy
- Case management panels

The governance has been explored and some will be familiar with the Prosecution Performance Team Meeting (PTPM). It has been sought to run a series of workshops to identify where it is working well and develop some guidance on how to manage joint development meetings, taking the feedback from the deep dive.

Developing and Case Progression Dashboard to use as the basis, the dashboard looks at some of the key indicators such as timeliness, service of cases on the defence, consultations and actions plans and court data. The joint assessment around file quality will be in the Criminal Justice scorecard. In relation to serving cases on the defence, this is a slightly improving position. From CPS receipt, to decision, to charge, finalisation in court and service of our case on the defence five days in advance, how good the system CPS are in relation to that. Looking at consultations and action plans per case.

And then looking at the court data around hearings curb per case guilty pleas at first hearing cracked ineffective and dropped trials.

CC Jo Farrell reflected on the national position and the drop in cases in the Crown Court and Magistrates Court are going in the wrong direction.

The roadshow has been well attended at ACC level, and the plan is to rotate in some of the other work depending how broad this is.

It was stated the reoccurring issue is the burden from DG6 and the amount of material that is to be served which often takes a lot of time away from staff.

AC Nick Ephgrave responded that the perception varies, this can be viewed as additional work however assuming the case goes ahead this is something that will have to be done before trial. The point of which you do it is the point which is often questioned.

Chiefs accepted the requirements with the cases that will progress to trial, however it's the actual requirement for the full detail of the material. The question surrounds the extent to which staff must do everything. The perception on the frontline officers is that the push back of do more on the action plan is more about controlling the flow of work and CPS then achieving the best outcome for a victim.

Charging SLA

CC Nick Dean stated this is only one stream of the portfolio and there is a large amount of other work that is undertaken. A huge amount of work has been ongoing over the past 4 months and a large amount of testing.

The complexity of the landscape has changed massively, and it must be stressed this is the first stage of this negotiation of putting in a charging protocol which is the step change to then progress this further.

The main work through the board includes the Joint Charging Transformation Board, the views represented back have been just under the 43 forces. The main aim of the board is to develop the new national charging model to meet the current environment but also meet emerging priorities.

In 2013 we had digital charging advice and between 2016-2020 various models of charging have

been introduced and trialled. In 2019 pre-pandemic there was an increase in policing demand for the summer contingency plan.

The complexity of the current landscape has moved on, the interim model is not currently fit for purpose. The other aspect of what has been going on is the implementation of a digital pilot in seven forces and a number of forces have been very engaged in this. The pilot was around key decision making and two channels of a red channel and a green channel around digital pilot and a number of forces have been really actively engaged around that and evaluation took place was fed back into the charging and transformation board and that has led us onto the basis of how we progress further with any sustainable model going forward.

The main aim of the charging board, in terms of the charging and transformation board its one primary aim, was to develop this new national charging model that meets the needs of the current environment that we that we could respond to and also be flexible enough in order to cope with emerging priorities.

The dependencies of case progression, bail and digital case progression and all of this put complexity around decision making for staff. Through domestic abuse, RASSO and other leading government priorities, the impact upon any delays in decision making that has upon our victims. The charging element of the victim's journey is just a key element, from the initial report right the way through to court. The other back drop is the inexperience of the workforce especially in investigations and the understanding within the assessment document of what is acceptable and what is not. CC Nick Dean reiterates the higher the quality of the file the, the quicker we get results from CPS and quicker results we will get back to our investigators

The ask of policing is we want to go back to pre-2019 with all FCT cases charged with the offender in custody. Secondly, the ask is we service all custody charging decisions in domestic abuse, 52% of the work of CPS is directly attributable to domestic abuse. 40% of the work submitted via the digital pilot, was related to domestic abuse and if you scale this up from 7 forces to 43 it will show the ask on forces.

40% of work submitted through the digital pilot was within the red category. The red category describes the three-hour decision. When this is scaled up across from 7 forces to 43 again, you realise the task that would be asked on our CPS colleagues to make that angle, and then if we go into domestic abuse as one of those priority cases.

Red and Green Model Stage 1:

A simple concept to the model RED/GREEN cases;

- A risk-based approach to charging to ensure those cases of high harm/risk are serviced in timely fashion in and out of custody.
- Annual review of all future agreed charging models.
- Provides national standardisation for both agencies of the charging model – consistent approach to better leverage future development

The model consists of two stages, one is red and one is green. Red is mandatory 3 hour SLA applied, and green is mandatory 28 day SLA applied with prioritisation of Domestic Abuse and local priority cases where agreed.

Domestic abuse cases were dip sampled and categorised as high level and these should not have been put through the 'slow lane'. An understanding of remand and what fits the category of remand is vitally important.

Secondly, the feedback from forces included gang related violence should be included and should have the flexibility within forces for an agreement, therefore local priorities will be within the green lane.

Next steps:

- Improvements to performance and success criteria to enable effective evaluation of the charging model;
- Timeline for implementation of stage 1 Charging Model
- Development and live trialling of harm/risk cases serviced via in-custody charging.

CC Olivia Pinkney expressed concern around the first iteration of the agreement shared with forces as this was not good for policing or victims as it didn't cover enough improvements or a completed timeline for completion. Following on, do we have a clear audit trail for this? Where is the tipping point and good enough point for quality? What will local autonomy look like? If there is an area, whether it's a CPS area or police force area, that's getting the file quality good enough, have we got freedom to negotiate more into the green area.

CC Lucy D'Orsi commented it should be remembered that we have to work across every jurisdiction across three countries, so it's not quite as straightforward. Secondly, the legitimacy with the public and we are not focused on them, and it seems a focus on what policing and the CPS want. Our legitimacy of law enforcement is completely undermined by the process and would like to see more of the voice of the community and legitimacy within the public.

CC Craig Guildford stated this feels like a demand management exercise by the CPS and there are different assessment levels of risk and harm. He stated what he has not heard in the debate is, are we looking actively at how we can help the CPS reduce demand by actually taking some charging decisions and reduce pushing it on police at the very lower level? Lastly it feels that it is being pushed on us and we waste 1 in 3 officers time with the redaction work.

AC Louisa Rolfe commented there is some discomfort with this as it is a big picture for Violence Against Women and Girls (VAWG) and only around 4% of rape victims get to court and domestic abuse is around less than 15%. If you look at a timeline of what has reduced, there has been more criteria into the system to reach a charge. Fundamentally we should be working together to secure victims, however our drive to secure capabilities has been drawn apart. The biggest drive is timeliness and why are we building a driver of 28 days when we know the timeliness is key.

Victims Bill Consultation Update

T/CC Emma Barnett stated the consultation has been delayed and this is part of the cross government going on since 2018. The Victims Bill Consultation should have been out last week for an 8-week consultation, there is currently upwards of 65 questions in the consultation which include:

- Protecting victims' rights in law
- Improving performance and accountability

- Supporting victims of crime
- Improving advocacy
- Levelling up the system of all victims

Work will be ongoing to outline how we demonstrate compliance and the consistency within policing, there is no concrete proposals in the draft consultation however the question is raised around the accountability for agencies, the role of local criminal justice boards, the Victims Commissioner, respective inspectorates and the roles of PCC's. All these questions will need to be carefully looked and thought through, the aim is to compile a joint policing response. Individual responses can be submitted however would appreciate sighting before this is submitted.

There are two areas of the consultation which there is a lot of focus on, greater awareness of the victims code and what is the impact on agencies in terms of resources required to deliver compliance and are there going to be things that agencies are not going to be able to do to deliver this.

T/CC Emma Barnett stated she would be grateful for any work that forces have done around the cost of delivering rights and would be useful to pick up a conversation.

The consultation should be out within 2 – 3 weeks.

Out of Court Disposals

Commander Dr Alison Heydari introduced the implementation preparation for the new legislation which will bring in the new tiers.

Currently in place is a six tier framework which is to be replaced by the two tier framework in April 2023. This will be the diversionary caution, community caution and will retain the community resolution.

There are risks which have been identified to include the cost, there is currently no new money that is being earmarked, and there will need to be resources to administer the framework, overuse of the community resolutions and a number of diversion schemes which will need to be fed in to the two tiers.

Work to mitigate the risk is being undertaken, a landscape review has been completed, 41 out of 43 have responded and can identify the needs. Working with the College to identify necessary training and working with the Home Office to identify funding opportunities.

Project Fulcrum is the National Out of Court Disposals app, and is currently being explored as to if this can be used across England and Wales for officers and offenders to place them on to diversionary schemes. Funding has been obtained for a pilot scheme which will be taking place within Kent force in November 2021.

The vision for the app is to increase connectivity, efficiency and effectiveness across all forces, consistency and equal treatment of all offenders.

Director of Public Prosecutions

DPP Max Hill thanked Chiefs for the invitation to meet in person and stated we are all in this together and have distinct operational priorities, but all have the same goal. We cannot address the operational issues without effective collaboration at a national level.

External pressures

DPP Hill stated that this is a period of unprecedented scrutiny; our work is very rarely at the top of political priority. We know there are wider societal issues that influence this, including the end-to-end rape review which commenced March 2019 and concluded March 2021, and the interest of our collective review to rape and sexual assault on women and girls. We are not where we want to be when it comes to violence against women and girls, and this makes the CPS reflect on disproportionality.

We have had a reinvigorated national conversation and we are now seeing an intense focus on our collective response. The interest in targets and metrics to monitor our performance is a landscape which we will want to try and influence to a point. As public servants we do not shy away from scrutiny, however in trying to respond to this renewed focus on our work, we must remember our independence and secondly it can be difficult to have discussions about what is playing out within the public arena. We have always known that Criminal Justice should be a priority, therefore let's view this within a good way and reshape, whilst we help to manage the expectations of government. The challenges and opportunity are abundant when meeting with ministers. The National Economic Recovery Taskforce (NERD) is currently exploring and providing intense focus on Criminal Justice scorecards.

It is vital we stand together to influence the expectations of ministers; this means showcasing the CPS and working collaboratively. We have invited ministers to attend to show the learning and direction of travel, without fail it is to demonstrate what it is we do to work collaboratively. We try to align our responses and how best we can support each other and this is replicated by colleagues who attend the working groups and sit under the top line structures.

Collaborating as One Prosecution Team

DPP Hill stated we are independent but we share the same fundamental purpose and therefore must have the independence from investigators. The independence should not be a barrier to effective joint case work and fresh approaches to our joint functions.

The Joint Operational Improvement Board came together with The College of Policing and Council in 2018. A totally new governance structure was established and the National Disclosure Improvement Board came into being. We have led the development of improved joint CPS and police working practices culture with a focus on disclosure management. The remit has been widened to include RASSO at a national level.

Day to day operational challenges

DPP Max Hill acknowledged additional pressures Chiefs are faced with during extremely difficult period and it is a testament. As the national leaders, we were able to work together at the very start of the pandemic 18 months ago to develop that joint interim charging protocol which has been mentioned this afternoon, in which allowed the Criminal Justice system to continue even during this unprecedented national emergency.

Additionally, contended with the implementation of the Attorneys guidelines on disclosure and the changes that have come about since data protection legislation, and specifically in relation to

redaction. In relation to redaction, we are doing what we can under the auspices of the Joint Operational Board, CPS have produced redaction guidance and principles to ensure that all of us, that's police and CPS comply with the data protection legislation.

Policing charge 70% of casework nationwide, frontline officers are best placed to assess whether an individual represents an immediate threat, and if they may be going on the charge sheet. You can have operational discussions with each of the Chief Crown Prosecutors around the country and with the clarity of red and green as currently set out. The headline point remains, if it's a custody case of any sort it will be red. The point should also be made that 28 days a maximum timeframe for green cases, 28 days is not taken every single time and there are legions of examples of cases where even though not a threshold charging test, we will deliver the charging outcome in significantly less than 28 days. Recently the recommendations from the HMICFRS on Policing response to VAWG cases have all been accepted. There are areas of improvement for the CPS and want to work with Chiefs to make these developments possible. Nobody wants to see domestic abuse go the same way as RASSO, therefore effective partnerships and praising collaborative working.

CC John Robins was impressed by the positivity stating that domestic abuse and RASSO is going in the same way, in the last 18 months the force has seen a 25% in domestic abuse charges, and there is concern that getting justice for victims is dependent on CPS capacity.

CC Pam Kelly stated in terms of serious and complex cases we have a good local relationship. However, the worry is we are encouraging people to report crime, however the confidence is lacking in terms of those who do come forward. Policing does not make 70% of the charging decisions. Pre-Covid some of the decision making was only if you were going to remand that you could go to CPS for some of the decision making. Some of that hasn't reverted. Our victims are not seeing justice and we are losing victims along the way, victims no longer want to go to court because of the delay. CC Pam Kelly questioned whether CPS are going to review the charging strategy.

DPP Max Hill responded the charging strategy here and now is presented as an agreement. This is not because of a template the CPS put to a discussion, and this how we will move forward and is not a once and for all. There is only a number of legislation tools at our disposal, however where this fits, Chiefs are at a perfect place to charge those cases. Domestic abuse going the same way as RASSO is correct, since 2014-2015 there have been year on year falls of referrals to the CPS. DPP Max Hill challenged why are you every year allowing us to look at, let alone charge less domestic abuse cases. Policing assesses the risk and CPS will support with charging this.

Deputy Commissioner Sir Stephen House stated he has explained to the public this is the policy and this is what I expect to happen. CPS have given an accurate governmental picture and we accept the good faith. Dep Cmsr Sir Stephen House questioned how does that fit with a deluge of comments from our operation officers to get hold of CPS colleagues, and the answer then comes at 28 days. This is effectively denying justice to a large number of victims. The number of cases put forward to the CPS are dropping due to learned behaviour as officers have created an expectation.

CC John Campbell commented it seems that whatever source in Criminal Justice outcomes for victims falls disproportionately on the front end. He questioned is there a view on how this effects the whole system?

DPP Max Hill responded there can be a decision between quality and quantity. There are those within the room that drive towards quantity rather than quality. Quantity is not going to drive public confidence, these cases have got not only be investigated and charged, they need to stick. The

political will is saying you must front load and you must prepare as in the current landscape we will be forcing you at greater pace to force these through. There is awareness there is a burden on policing, however if it is one that can pass the code test then we want it. We are a demand led organisation; we deal with whatever comes through the door. The frustration in the domestic abuse statistics is if you aren't coming to us, then try again, if the chance is not provided to look at these cases you do not know if we will be able to help you. We are not trying to limit the traffic we are trying to reflect what government and ministers require.

AC Louise Rolfe showed thanks for the collaboration with CPS. However, the collaboration at the next level down is the concern, and does not think this is all about policing. A review found there was some work to do around policing, however it also found that the CPS approaches were insufficient, reliant on emails and overly focused on the rules. The challenge back is to drive collaboration at working level and does not accept that it is all about what policing is sending.

CC Sir David Thompson commented we yearn the simplicity in the world that is more complex. However, there is concern that the searched perfected justice is going to provide an unperfected justice to the public. Some of the serious crime work is what is troubling, we were in a position to charge in October 2020 and it has taken until April 2021 to charge. We cannot keep saying this is the way it is, we need to collectively decide if this is going to work.

CC Ben-Julian Harrington referred to public order and protest and we can charge and will charge, however the impact of individual cases and if you charge it will be discontinued, there are imperfections in legislation and we need to work with the government on that.

DPP Max Hill responded the senior reposing judge has imposed a five-point plan to work through the Magistrates Court backlog.

He continued the learnt experience on disclosure is we have a problem, phase one what are the principles we are going to address, phase two lets make the principles local, phase three what are these telling us locally. However, we should not be caught out by this; we were on to this at least three years ago on how we can improve the victims experience.

The Chair summarised, stating we all recognise the pressures and the range of demand in policing and the CPS. We do not have the capacity to do all of the things that are being asked of us. Regardless of our respective independencies they are the government and they will continue to drive this hard.

Case Progression Update

Decisions: Chiefs noted the update and welcomed developing guidance and case progression dashboard going forward.

Charging SLA Update

Decision: Chiefs noted the update and agreed the next steps as outlined in slide 6 of the presentation.

Digital Tools for Out of Court Disposals

Decision: Chiefs noted the update and agreed the next steps as outlined in slide 9 of the presentation.

Victims Bill Consultation Update

Action: NPCC Victims portfolio lead will write out to all chiefs to seek views on the victims bill consultation to submit single policing response back to the MoJ.

Director of Public Prosecutions

Decision: Chiefs welcomed the discussions and noted the update.

Session 5 – VAWG

CC Carl Foulkes stated we have talked a lot around successes, and this has been the pace we are going at.

Mark stated the Home Office have requested for misogyny and gender based hate to not be treated as a hate crime, although it is dealt with by the Home Office Crime Unit. We have done canvassing of forces and the feedback was there needs to be clarity on what is being asked to monitor. This has been fed back to the Home Office along with clarity on what definitions we should use, which is still awaiting an answer. This is not in the ADAR, we have had some instances where we have been asked to segregate from religious hate crime.

CC Rachel Swann stated there is a huge amount of engagement in its creation from victims, Home Office, external, internal groups etc, which should give a great amount of credibility. We have gone through all of the feedback provided and it can be absolutely said we have considered everything that went in to this. This will link together the work that exists, hoping to join up the Home Office VAWG strategy and the HMIC report. A clear expectation of the VAWG lead will be to bring this to life and look at the gaps. The need of a greater focus on perpetrators rather than the need to remain safe comes through in feedback consistently, this has not been fully articulated. This has never really felt it sat under gender or EDI therefore it will move under the violence and public protection portfolio.

CC Rachel Swann requested agreement to move the strategy forward. A process was undertaken with the VAWG programme for the VAWG coordination lead, Maggie Blyth was successful and will start the role in early October.

CC Rachel Swann referred to the HMICFRS report and that some of the recommendations sit with policing. This means HMICFRS will write to each owner and advise what this looks like. However, it is not entirely clear for the mechanisms that partners will be held accountable for the delivery.

AC Louisa Rolfe stated conversations with Maggie Blyth, CC Carl Foulkes and CC Rachel Swann, it seems most suitable for Maggie to sit embedded within the violence and public protection portfolio. It is very important that everyone is signed up to the VAWG work and having had several conversations regarding the report, there are several recommendations that all of us would sign up to. There is positive progress however some of the HMIC report states we have not always been able to describe or deliver consistently what the national standard is.

The Chair welcomed the appointment of Maggie Blyth. He stated that we know what we want to achieve and between us we can work to define how we want this to work. The Chair stated that he is nervous with the HMICFRS aspect as there is a great desire to make this not all about policing and that ensure there is an understanding that not all colleagues with government responsibility hold a policing responsibility.

All accept the recommendation from CC Rachel Swann.

Street Safe Dashboard

CC Simon Cole introduced Aimee Ramm and Tony Josephs. Within this a reach out from the Home Office to support the VAWG work, Tony and Amy are going to present where they are with this. An unsubtle nudge is we have not had as many data points from the public on this as we would necessarily want and how can we expose this more to have more of the public to expose date.

Amy provided context on the programme and forces who have delivered this programme. In Digital Public Contact (DPC) it has been essentially 2 years. When Covid happened, it took an extra ordinary buy in and gave the opportunity to move high end cases into this space. Last year from April – October we delivered an online domestic abuse service to 5 pilot forces and now all of these forces have an online service.

This has meant we have the infrastructure to properly embed Street Safe, which is only one small part of the opportunity for users to report crimes and incidents online.

This is a Home Office driven initiative but is driven by policing to ensure Street Safe is aligned with police objectives to ensure we have some firm debates around different areas and are now confident we have delivered a product for policing by policing.

Tony summarised we have built a VAWG platform, but asked for those who are on single online home to join on. The dashboard needed to be accessible, it is therefore accessible to Home Office colleagues and police.uk email addresses, however it is not accessible to the public or partners. The information is extractable and can be used in analysis and within SLA agreements with partners.

Tony demonstrated the system to colleagues on screen:

- The left graph is environmental concerns and right hand graph is behavioural concerns.
- The line chart shows the spikes and lower points of using the tool. (A request was put out in force to neighbourhood officers to encourage the use of the tool.)
- The pie charts show the time frames and time of day of occurrences.
- The map shows within the specified district, how many data points there are.
- Data can be broken down to specific areas within the force and you can see the different categories reported.

CC Kier Pritchard questioned whether there is a plan for a harder launch.

Tony responded there are conversations on going with Home Office for this, however this can still be pushed out via Neighbourhood Officers and Vulnerability Officers.

CC Chris Rowley stated there is currently 77,000 people on Lancashire system, but how can we overlay to this without doing duplication.

Tony responded it has been requested from the Home Office for those with a similar tool to link in and advance of the data source.

CC Carl Foulkes summarised this programme is only a pilot and we want it to be used for the benefit of the service.

Decision: Chiefs agreed the following recommendations at para 6.1 in the paper:

- Recommendation 1: The strategy is ratified and adopted by Council as being representative of the strategic intent of the NPCC to tackle VAWG.
- Recommendation 2: The appointment of ACC Maggie Blyth as T/DCC national VAWG coordinator is noted, with governance being provided by AC Rolfe's Violence and Public Protection (VPP) portfolio.
- Recommendation Three: The update on gender-based hostility is noted by Council.
- Recommendation Four: The update on StreetSafe is noted by Council.
-

Decision : Chiefs agreed that the national VAWG coordinator should link in with HMICFRS VAWG report.

Session 6- CT Update

Special Branch Transfer within CTPHQ

Decision: Chiefs noted the outcome of the consultation and supported the position of CTCC concerning Option 2, as the best supported option.

Threat Briefing

No actions or decisions were taken for this item.

Manchester Arena Inquiry Update

Decision: Chiefs noted the update and supported the recommendation of approach. Chiefs will have in place force arrangements to receive national learning.

Decision: Chiefs noted and supported the ongoing national assurance exercise on Operation PLATO.

Action: Matt Jukes to provide clear scope to chiefs on accountability issues discussed in the meeting.

Action: Part 2 update will be presented at the December Chiefs' Council meeting.

Session 7 - National Biometrics Function and National Facial Recognition Project

A presentation was delivered by Jeremy Vaughan on National Biometrics Function and National Facial Recognition Project

Decision: Chiefs agreed the following decisions from the paper as below:

- Decision One: Support the recommittal of force funding for a NBF for eighteen months for 21/22 and 22/23 – Option Four.
- Decision Two: Support the hosting of the NBF by South Wales Police – Option Five.
- Decision Three: Support the commissioning of a NFRP to provide a national capability to support the wider uptake of facial recognition technology within UK law enforcement – Option Nine.
- Decision Four: Support the inclusion of facial recognition technology in the NPCC Comprehensive Spending Review (CSR) bid with a view to full or part cost recovery for the NFRP – Option Ten.
- Decision Five: Support force funding for the specialist resources required for the NFRP – Option Eleven.

Action: Jeremy Vaughan will write out to all chiefs re individual contributions and request forces to identify an operational lead and teams to help implementation.

Action: BTP funding contribution should be added into the paper.

Session 8 – Fundamental Review of the College of Policing (Closed Session)

Session 9 - Operations Update

COP26 and Police Scotland Update Paper

CC Hall introduced the agenda item and invited the panel to provide an overview of the COP26

and the preparation to police the event. ACC Weatherill delivered a Power Point presentation and the following areas were highlighted:

- The scale and the duration of the event were significant
- The risk profile of the event is high in view of the number of Heads of States and VIPs in attendance including national security and protection considerations
- The event was very diverse with a number of parallel events taking place at one time
- An overview of the ask of mutual aid requirement alongside the significant aid requirement provided by Police Scotland – every force is involved and this is across UK policing
- Considerable thinking has been given to staff welfare issues including building on learning arising from G7
- Practical issues around allowances and pay costs as it is important to ensure there is parity amongst staff working alongside each other from forces across the country
- Reassurance regarding the potential for late additional resource requirements – significant planning has gone into this area and Police Scotland are confident they can meet any late requests
- Working at pace to get all staff populated on the Mercury database and all regions need to provide their officer data so that logistical arrangements can be finalised and communicated
- Overview of challenges around fleet and PRT resources – mapping some solutions around these challenges to ensure capability is maintained during COP26
- Challenges around concurrency and resilience – this issue is being worked through via forces and NPOs

ACC Weatherill highlighted the paper that was circulated regarding Inspectors allowances which recommends a way forward. Bids have been made into the Home Office however there is a reluctance to do this. Engagement has been held with the Pay and Conditions Team who have assisted with the proposal recommended for Chief Constables agreement.

ACC Weatherill provided an overview of the issue around rest days which arose due to the duration and location of the event. There was a split view amongst forces regarding whether to pay rest days or not and ACC Weatherill advised that a pragmatic and unified view was required to ensure parity amongst officers. ACC Weatherill advised that Police Regulations only allowed for rest day pay if an officer is working and any pay will not be repaid by the Government. The proposal was that as accommodation and food has been paid for and officer's will be free to occupy their day locally as they choose (within reason), the recommendation was that rest day allowance should not be paid.

Following discussion, it was agreed that parity was necessary however some forces had made and communicated decisions to staff which would be very challenging to now change. CC Harrington voiced frustration that force regional leads have been engaged on these issues previously via a working group and these issues have not been fed back. Following discussion around the rest day proposals and the differences between the roles performed by Inspecting ranks and no overtime allowance for those ranks it was proposed that the bonus payment of £100 per working day at COP26 for Inspector ranks was agreed and that it was agreed a paper would be circulated outlining TVP proposals for officers working rest days noting that individual organisations will need to operate within their own terms and conditions (i.e. PSNI, MPP etc) and those forces that have already made an agreement will need to manage this.

On behalf of Police Scotland for the support of UK policing in covering the policing of this event with its unique challenges and he confirmed that officers would be released as quickly as possible to ensure that colleagues can return to business as usual as soon as possible.

Decision: Chiefs supported bonus payments of additional £100 pounds per working day for Inspector rank for length of deployment

Action: Owen Weatherill (NPoCC) to work up a paper based on the TVP proposal for officers working over rest days at COP26

Action: Owen Weatherill to work up proposal for similar future mutual aid deployments/support

Civil Contingencies including update on National Resilience Strategy

ACC Weatherill advised that the Civil Contingencies Act is undergoing its regular review which NPoCC have fed into and there was associated engagement with forces. There are a number of arising issues however the key issue to highlight was the Government's desire to develop a new national resilience strategy which will be separate from LRS and will be managed by the UK Resilience Forum. ACC Weatherill will sit on the cross section UK Resilience Forum. ACC Weatherill highlighted a potential gap within the legislation around UK infrastructure when considering the impact of current protest activity on the strategic road network and this is not currently reflected in legislation.

Ambulance Trusts Incident Management Update

CC Hall advised that he and CC Simon Cole meet on a monthly basis with the Association of Ambulance Chief Executives. All 10 trusts are very stretched across the country and do not see any immediate reduction of this demand with the winter period approaching. CC Hall provided a short PowerPoint presentation which highlighted some of the areas of demand:

- Overview of contact into the ambulance service – a 44% increase had been seen since February
- Overview of ambulance response rates broken down by category (from category 1: life threatening, category 2: emergency, category 3: urgent and category 4: less urgent)
- Some of the drivers for the increase are around not being able to see their GP as well as impact of covid and change in NHS treatment options)
- Performance against category 1 responses is positive however is less high at category 3 level calls which is the highest number of police related calls resulting in impact on police officers/staff
- Overview of the 'here and treat' service which seeks to deal with issues over the telephone

CC Vaughan provided an overview of the position in Wales and CC Haward sought any potential for greater understanding around some of the data and any learning the police could take forward around its role which may alleviate pressures on both policing and the Ambulance Service staff.

CC Cole highlighted potential areas where policing could be more effective including opportunities for enabling direct contact with the clinician and officer's being prepared to leave the scene when it is appropriate to.

AC Rolfe provided an overview of the outcome of a session held with MPS officer's who were driving ambulances during lockdown and the significant overlap between cases dealt with by policing and the LAS and the space and role of other support agencies to support vulnerable people.

Decision: Simon Cole and Charlie Hall to speak with the association of ambulance chief executives on next steps taking account of discussions from Chiefs' Council.

Session 10 - National Operating Budget Concept

CC Gavin Stephens advised there were three key areas to seek agreement from Chiefs:

National Operating Model: There was currently an 'ad hoc' process for seeking funding for different national functions which runs to around £16.4m of funding per annum. With the Strategic Hub in place, Inderjit Malhi (Finance Coordinator) has been able to review and ensure that all forces are paying a fair proportionate of annual force operating budgets. Going forward the proposal is to agree to set an annual national budget which would be subject to annual review by Council and monitored via the planning and performance arrangements in place and is set at a level to allow some capability to consider any new areas of investment and allow collective review and ability to drive out efficiencies. CC Stephens outlined some options for where to set the budget amount considering potential to consider new areas of spend. This proposal was agreed by Chiefs and CC Stephens advised a detailed proposal will be brought to December Council.

Action: Finance Committee to work up a paper on the National Operating Budget Concept and bring back to the December Council meeting.

Action: Op Opal paper from session 3 should be included into the proposed operating budget paper as above and come back to the December Council meeting.

Spending Review Discussion

CC Stephens advised there was no significant update to provide on the Spending Review process. Regular meetings were held with the Home Office and there was no further update at present. The APCC/NPCC letter to the Home Secretary/Chancellor and Prime Minister around the policing submission along with the executive summary and a one page briefing note would be shared with all Chief Constables. CC Stephens asked colleagues to engage with their PCC colleagues around spending review proposals so that these can be fed back during the political party conferences specifically around violence against women and girls and the drugs agenda as well as intentions/proposals around precept flexibility.

The Chair updated that the Home Secretary has had the first meeting with the Chief Secretary of the Treasury and this had been a positive meeting. The Chancellor has announced that the budget statement will be given on 27 October. The Chair outlined some areas of nervousness around gaps in the budget alongside the various other budgetary pressures.

Action: Letter and briefing note to be circulated to all chiefs.

Funding Formula Review Update

CC Stephens advised there is the intention to review the funding formula and the first Senior Sector Group meeting is due to take place shortly with attendance from the NPCC and APCC leads. CC Stephens provided the context behind the funding formula review – the current process is an allocation formula which provides a mechanism to divide and allocate funding. The current process is over 10 years old and covers areas such as crime and incident levels, fear of crime and special events, demographic considerations etc and this process and the supporting data is out of date. There is now an appetite to review some of the principals suggested by the Home Office are:

- To be robust, fair and transparent
- To incentivise effectiveness and efficiency and not to have perverse incentives
- To be stable and future proof

There was also proposals included regarding the process for national allocations and supporting the HMG agenda for reducing crime and levelling up – all of which have implications for policing.

CC Stephens advised regarding the future process of the Senior Sector Group and the Technical Reference Group and policing representatives attend to mirror this structure so as to be informed by Chiefs and policing will therefore have a Chiefs Reference Group as well as a PCCs Reference Group chaired by PCC Roger Hurst. The Technical Advisory Group which will be jointly attended by CCs and PCCs. CC Stephens outlined the proposals for representations from Chief Constables to ensure appropriate regional representation. CC Stephens provided an overview of the current thinking around timescales and implementation proposals.

CC Farrell commented on the need to ensure the language around policing moving together as a collective was key.

DCC McCormick updated on an Audit which is being undertaken by the National Audit Office around uplift and will be speaking to a selection of Chief Constables (based on size, location) regarding longer term demand, funding formula etc and DCC McCormick will write out to those forces to advise them.

CC Vaughan queried how we ensure we include operational independence into the design principles as well as how we consider the implications of devolved administration (e.g PEQF).

Decision: Chiefs supported the proposed approach.

Decision: Chiefs agreed reps from each region for the chiefs referencing group.

Session 11 - Workforce Session

Update on progress for Funding the National Reward and Pensions Team

CC Pam Kelly provided a summary of the funding position regarding the NRPT and advised that a paper will be brought back to December Council to seek a further 2 year extension as there is no funding for the team post March 2022. This will ensure there is a sustainable structure going forward.

CC Kelly provided an overview of work that was presented to the Strategic Change and Investment Board to develop a workforce strategic assessment which will enable understanding and future planning and building capability for any future skills gaps. This will cover areas including digital forensics, intelligence, research analysts, data specialists.

Action: Funding paper will be submitted to the December Chiefs' Council meeting.

Action: Workforce Strategic Assessment update will be submitted to the December Chiefs' Council meeting.

Uplift Programme Update

DCC Janette McCormick advised that she would provide an update on Uplift and Guidance on Section 159 of the Equality Act

Police Uplift:

- Very positive on volume – recruited just under 24,000 officers including 1,000 sergeants and inspectors and 2000 police staff – this growth was varied amongst forces based on local context
- Collected data on rank and spans of responsibility and this is available to Chief Constables via the Uplift Dashboard
- Data provides the opportunity for ethnicity and rank comparison alongside national and force level growth ratios
- There has been a real step change in terms of female recruitment and this has grown at every quarter although DCC McCormick highlighted a 30% variance of improvement rate between forces
- Black minority ethnic joiners was at 11.5% against a national population of 14% and the pipeline of applicants was improving in some forces
- There was no movement in the number of black recruits coming into the service and work was ongoing to understand and address this issue
- The data and detail was very important and a plea was made to forces as this enables greater understanding and activity to address under representation
- Update on national data standards and existing gaps in data on religion, disability, sexual orientation
- Update on retention data and the need to consider wraparound support available for new recruits
- Stress the importance of advocacy
- Update on campaign 'All Together Better' regarding a change of understanding of positive action

CC Winward queried regarding the data set used to understand the reasons for leaving. DCC McCormick provided an overview of a tool being piloted to ascertain reasons for staff leaving and where exits were linked to regulation 13.

CC Marsh queried around standardisation amongst forces and DCC McCormick advised that a standard end to end national recruitment process amongst forces was required and this assisted greatly with national data collection and comparison.

Action: Uplift programme will write out to all chiefs on National Data Standards.

s.159 Equality Act – Positive Action Recruitment

DCC McCormick updated following the last Council meeting where Chief Constables were asked to consider a range of scenarios considering learning from other force activity. Legal advice was obtained from Counsel regarding how to manage guidance in respect of legal privilege and the advice from Counsel was that this should be circulated as NPCC guidance. Therefore, advice had been prepared around how to make the best use of s.158 (before an applicant is in a selection process) and then s.159 which is how can forces use selection to identify those under represented groups that they would want to give priority to. The guidance sets out that this is a legitimate aim and provides guidance on proportionality and equality impact assessments.

DCC McCormick stressed the need to consider language and not use the term 'equal merit' - the term suggested was 'as qualified as'. There is no guarantee that there will not be challenge around this and each force would need to look at its own individual circumstances. DCC McCormick advised the team were happy to work and consult with forces regarding this but stressed that forces can not have a policy around this approach as the guidance is not around a 'blanket approach' and this was a risk based decision for forces to take.

CC Forsyth queried any test cases and it was advised that the Cheshire case was the only current case to draw upon. CC Foukes supported the work undertaken to provide this guidance and stressed that there was no guarantee that decisions would not be challenged however if mitigation activity was put in place it was more likely that decisions could be successfully defended. DCC McCormick advised that the NPCC Chair had written to the Home Secretary to request a change in legislation to support this stance and it was agreed this would be shared with Chief Constables.

CC Robins was supportive of the advice however stressed his surprise that there was not a debate at Council considering the importance of matter. CC Robins advised of concerns raised by his force staff associations concerns around using the positive action approach. DCC McCormick advised that there had been consultation with staff associations.

Action: Letter sent to Government highlighting changes to equality act - to be circulated to all chiefs.

National Standards for Police Officers Recruitment (Regional paper from session 1)

Decision: Chiefs supported the paper.

ANY OTHER BUSINESS AND WRAP OF DECISIONS

Action: NPCC Office to circulate and seek chiefs views on the Charter for Bereaved Families.

DATE OF NEXT MEETING

The next Extraordinary Chiefs' Council meeting will be held on **20 October 2021**

The next full Chiefs' Council meeting will be held on **8-9 December 2021**.