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Chief Constables' Council Minutes

8-9 December 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
A/CC 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

DCC Andy Prophet	Essex
CC Rod Hansen	Gloucestershire
CC Stephen Watson	Greater Manchester
CC Pam Kelly	Gwent
CC Olivia Pinkney	Hampshire
CC Charlie Hall	Hertfordshire
CC Lee Freeman	Humberside
CC Alan Pughsley	Kent
DCC Tim Smith	Kent
CC Chris Rowley	Lancashire
CC Simon Cole	Leicestershire
DCC Paul Gibson	Leicestershire
CC Chris Haward	Lincolnshire
CC Serena Kennedy	Merseyside
Commissioner Cressida Dick	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
ACC Andrea Bishop	Ministry of Defence Police
CC Carl Foulkes	North Wales
CC Paul Sanford	Norfolk Constabulary
CC Nick Adderley	Northamptonshire
CC Craig Guildford	Nottinghamshire
DCC Debbie Ford	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
ACC Charlie Doyle	British Transport Police

CC Simon Chesterman	Civil Nuclear Constabulary
CEO Andy Marsh	College of Policing
DDG Graeme Biggar	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

Rt Hon Kit Malthouse MP	Policing Minister
Matthew Rycroft	Permanent Secretary at the Home Office
DCC Janette McCormick	Operation Uplift
DCC Maggie Blyth	NPCC VAWG Lead
Paul Griffiths	Chair, Police Superintendents Association
DAC Amanda Pearson	NPCC Inclusion and Race Programme
Professor Paul Taylor	NPCC Chief Scientific Officer Policing
Lianne Deeming	CEO Bluelight Commercial
Joanne Ashworth	Director, Transforming Forensics
Kathryn Steward	South Yorkshire Police
Mickey Purewal	Police Now
Vickie Custy	Police Now
DCC Vanessa Jardine	West Midlands Police
DCC Amanda Blakeman	Gwent Police
Andy Rhodes	Director, National Police Wellbeing Service
Nelly Ally	West Midlands Police
David Spencer	CEO, Police Now
Keiley Gartland	Operation Uplift Programme
DCC Gareth Cann	OCiP
Jim O’Ryan	Chief of Staff
Simon Parr	SRO, ESMCP
John Black	Programme Director, Home Office
Amina Khan	Home Office
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
Richard Hampson	NPCC Business Support Manager
Cathy Willis	NPCC Executive Assistant
Justine Brisley	NPCC FOIA
Fi Greenlees	NPCC FOIA
Nicola Growcott	NPCC Head of Communications
Glenn Sebright	NPCC Deputy Head of Communications
Andy Begent	NPCC Data Protection Manager
Tom Keating	NPCC Communications Officer
Vicky Reay	NPCC Business Support Officer
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.

CC Winton Keenan – Northumbria Police
 CC Lucy D'Orsi – British Transport Police
 DDG Stephen Rodhouse – National Crime Agency
 CC Andy Adams – Ministry of Defence Police

MINUTES AND ACTIONS FROM PREVIOUS MEETING

The minutes for the previous meetings held were agreed:

- September 2021 – Agreed
- October 2021 - Agreed

Action Log

Session 4 (September 2021) – Criminal Justice Overview – Victims Bill Consultation Update (Action Owners: Emma Barnett):

The consultation has been delayed and will likely be published early 2022. Once received from the MoJ the Victims Portfolio lead will write out to all chiefs to start the consultation process and will link in with the NPCC Strategic Hub. **Action is Open.**

Session 6 (September 2021) – CT Policing Update – Manchester Arena Inquiry Update (Action Owners: Matt Jukes):

Update will be provided at the Extraordinary Chiefs' Council meeting on the 12 January 2022 as part 2 has been delayed. **Action is Open**

Session 9 (September 2021) – Operations Update COP26 (Action Owners: Owen Weatherill):

(Action 1) - Paper was submitted to Chief Constables following consultation with NPCC Pay and Rewards and Staff Associations setting out recommendation for the approach to rest day, TVP and Bonus payments for officers deployed. **Action Closed**

(Action 2) Following an initial meeting with Chief Constable Harrington NPoCC have commenced a piece of work to propose a framework of principles around areas such as rest days, allowances and notice periods. NPoCC are engaged with a number of resource professionals and will bring on board staff associations in the coming weeks to pull together a proposal for the first CC council in 2022. **Action Open.**

Session 1 (Extraordinary CCC October 2021) – Extraordinary CCC – NPCC Strategic Review for Transforming Forensics Programme and the Forensic Capability Network - FCN Refocused and Next Generation Procurement (NGP) (Action Owners: Nick Dean and Lianne Deeming):

(Action 1) Governance hosting arrangements and funding review for all national units is being reviewed by the NPCC Strategic Hub and a paper will be shared with chiefs going forward.

(Action 2) Paper with the decisions and update on outline of contractual landscape across forces mapped to provide overview working towards a singular process going forwards.

Response – Both papers will come back to the 2-3 February 2022 Chiefs' Council meeting.

Chair's Update

The chair welcomed visitors to Council. There were no new appointments since the last meeting.

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

The Chair confirmed that David Thompson was stepping down from the role of NPCC Vice Chair and confirmed an advert would be circulated to all chiefs in the new year.

Action: Letter advertising the vacancy for NPCC Vice Chair will be circulated in the new year via ChiefsNet.

Session 1

CHAIRS UPDATE

Covid-19 Update

The Chair advised that full details of scientific analysis was awaited from DSTL around the new covid variant and its transmissibility, impact on hospitalisation numbers and vaccine effectiveness. Policing

has pushed back around minimising the role of policing in any future restriction measures that may be considered/implemented post the Christmas and new year period.

Decision: Chiefs noted the update.

SPPB Update

The Chair provided an update following the inaugural SPPB meeting that was recently held. The SPPB was a quarterly meeting which, whilst not a decision-making board, provided an opportunity for representatives from across the policing sector to discuss key issues. Future NPCC representation at this meeting would be on a regional rotation basis and would allow those regions being represented to raise any pertinent issues.

Decision: Chiefs noted the update.

PCCs Review

The PCC review process continued and has now moved to Part 2 which would include consideration of broadening some of the commissioning powers. Implementation of the recommendations arising from Part 1 of the review were now being progressed.

Decision: Chiefs noted the update.

Op Talla National Awards 2021

The Chair provided an update on the Operation Talla Awards process and Council members were encouraged to put forward their recommendations to the NPCC Team for consideration and were reminded of the need to support those colleagues as required who have been put forward.

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

Action: NPoCC Op Talla team would update chiefs on the logistics and venue for the awards so they can plan now.

NPCC Op Model and Strategic Hub

Action: Op Model team to share details of virtual event being planned with all chiefs in January.

IMORCC Update

CC Jo Farrell provided an update on some key issues from the IMORCC portfolio:

CC Farrell provided an overview of the forthcoming force delivery milestones in some national IT programmes. CC Farrell highlighted potential funding available for forces around the early adoption of LEDs and asked colleagues to consider whether applying for this funding would be appropriate for their force to consider.

CC Simon Cole provided an update on the Digital Public Contact work which was commissioned by Chief Constables Council in 2016. The work was governed by a monthly board and was reported to the APCC AGM. A paper was circulated in the pack which provided an update on where the work was to date. The programme is currently funded by the Home Office and it was anticipated that some funding would be provided for the next three years. The paper detailed the number of forces that had adopted the platform and the number of contacts being made via this route. CC Cole highlighted the work of the associated knowledge hub and available analytics regarding 999 and 101 call data.

Decision: Chiefs were encouraged to send in returns on plans to allow IMORCC to keep Ministers and Officials updated and keep decommissioning out of support devices.

SOH Services Quartley Summary

Decision: Chiefs noted the update on progress, service highlights and opportunities in the NPCC Digital Public Contact Programme.

NPCC Comms Mission Statement Update

Nicola Growcott provided an update on the Mission, Vision and Strategy work that was discussed and consulted on at March 2021 Chief Constables Council. As a result of this feedback, changes were made to the NPCC Strategy and it was agreed that work would be undertaken to refresh the NPCC mission statement. Nicola provided a summary of the proposed NPCC mission statement which reflected the feedback received. There was a proposed strapline and mission statement based on feedback from the consultation sessions; Nicola provided a summary of the 'three C's approach' within the mission statement which was collaboration, coordination and communication.

AC Rolfe was supportive of the approach and suggested the consideration to incorporate 'challenge' within the mission statement. CC Watson questioned whether the mission's description was too passive and should be strengthened to be clear around policing's lead role - this view was supported by other colleagues.

Action: Comms team to review suggestions and send updated version with discussion points to all chiefs to give feedback.

CEO – College of Policing Update

CC Andy Marsh thanked colleagues for their warm welcome since taking on the CEO role at the College. CC Marsh updated on various areas of policy advice which has been issued by the College recently around knife crime, tackling drugs, homicide reduction and their involvement in the work to address violence against women and girls. Since taking on the role, CC Marsh advised that he has focused on looking at how police forces engage with the College of Policing to ensure that this

engagement is relevant, dynamic and provided value. CC Marsh provided an overview of work to develop a 'digital twin' approach to how police forces and the College work and engage together and ensure best use of the products provided by the College including the digital learning products where there can be varying levels of use across police forces. CC Marsh highlighted the 'College Learn' platform which is a personalised bespoke learning platform available to forces.

CC Marsh updated on budgetary issues impacting on the College and the potential impact this would have, the ongoing review of the College which would be published in January 2022, an update on PEQF and the ongoing work to ensure that it is delivering what it needs to and work ongoing with the DEI Committee around the Law Commissions finding on hate crime to stocktake those forces recording misogyny as a hate crime.

Action: Agreed to complete stock take of misogyny recordings from forces and will write out to all chiefs.

Performance Sub Committee Update – NPCC Chair role

CC Olivia Pinkney provided an update on the work of the performance subcommittee whose role it is to be the 'proxy' line manager to the NPCC Chair. A paper had been circulated around the NPCC chairs tenure (2 years plus a further 2 years) and proposals to review this tenure period. It was highlighted that the role had changed considerably, and it was recognised to be a different career pathway from some others and therefore had to be considered as attractive. Issues around term of office, eligibility and selection were considered in the paper.

The paper explored the following areas:

- Term of office; the paper proposed a change to the tenure to a 3 year plus 2 year tenure
- Eligibility was proposed as a serving Chief Constable or Assistant Commissioner and should have recent experience at that level
- Job description – a draft is proposed within the paper

CC Pinkney sought feedback from Chief Constables and then a paper would be brought back for decision to February's Chief Constables Council.

CC Robins asked that the paper be shared with CPOSA for consultation/views and CC Pinkney agreed this would be done.

Decision: Chiefs agreed for the review of the role and would feedback on this once circulated so a final paper can be drafted ready for the February Chiefs' Council meeting.

Action: NPCC Office to circulate overview, Job Description and proposed move to 3+2 (5 year total) for Chair of NPCC role on ChiefsNet for feedback.

Action: All feedback would be shared with the Chair of CPOSA.

Crime and Policing Performance Board MoU

CC Shaun Sawyer provided a summary of the proposed memorandum of understanding (MoU) which outlines how the NPCC, APCC, Home Office and other key partners will use the digital data pack which has been created to navigate national performance outcomes. The MoU seeks to provide access to all forces to the data pack and will provide a single national data set for policing and provides greater context and insight. There were some concerns around sensitivity of the data and the potential need to remove access rights should there be data leaks was highlighted.

Decision: Chiefs agreed the MoU for implementation.

CT Policing Update – Closed Session

REGIONAL PAPERS

The Chair summarised the regional papers and highlighted those that were on the agenda for a further discussion.

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.

Action: Author of the paper to respond to West Yorkshire Police comments from the North East region. The paper is to note but concerns were expressed around Video Remand Hearings (not supported), the low volume of SJPs for WYP anticipated in the National SLA that won't meet demand, the quality of data around DGA and some concerns relating to the mandatory RED element of the Charging SLA which will increase CPS time to make a charging decisions, running down the PACE clock for forces.

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

NPCC Local Policing Coordination Committee Briefing

Summary: The purpose of this paper is to provide update on the Phase 3 and final update to Chiefs Council in September will focus on the objectives and progress made to date from the Anti-Social Behaviour, Citizens in Policing and Police Heritage Portfolios.

Action: Author to respond back to the West Midlands region on Observations around viability of full adoption of PEQF for specials; concern around demand on L&D functions and standardisation of training. A number of forces within each region expressed observations around the cost implication and risk associated with the representation of Police Federation for Specials constabulary volunteers.

Decision: Chiefs noted the update and this will form session 9 on the agenda.

ESN Service Acceptance Strategy

Summary: Council is asked to endorse the Service Acceptance Strategy for the adoption of ESN by the police service. Council is asked to endorse the Strategy as the means by which the police service will make decisions set out within it, utilising the governance structure set out in this paper and the Strategy itself. Council is asked to support the Chief Constable lead for ESN, Kier Pritchard, in guiding the service through the approach set out, referring back to Council when appropriate.

Action: Author to respond to Lancashire comments regarding LanCon have not had visibility of any of the referenced documentation such as: Elaborated Requirements (ELABRs), Proving Objectives (PO), Service Acceptance Criteria (SAC). LanCon must be sufficiently represented within the Police Service Governance Structure. The dates referenced in the paper are not accurate. LanCon will therefore require an updated document once the IPPv7 is published in August 2022.

Action: Author to respond back to the South West and London feedback regarding being unclear what cost will be incurred in fulfilling the comprehensive testing and assurance regime that will be required to support the sign off. *clarity on the expectations of assurance partners as they will have the key role in the testing and assurance regime.* Look for assurance that senior IT professionals from the service are appropriately included in these governance structures.

Decision: Paper will be discussed in session 6 on the Council agenda.

Armed Policing Elective Model PCDA Update

Summary: The intention of this briefing note is to provide an update on the Military Service Leavers recruitment pathway into armed policing roles. It provides an updated summary of the proposed recruitment pathway following wider research and consultation. It is requested that the contents are supported for further work outlined in this report: in particular with regards to the Police Constable Degree Apprenticeship (PCDA) year three Elective Module in Armed Policing.

Action: Author to go back to the regions who offered qualified support on the following highlighted feedback:

Regions not convinced that the recruitment model would support forces with their aspirations for diversity in recruitment. The proposal would benefit from a stronger evidence base to support the assumptions made about the suitability of candidates from the military joining the police. Selection at an early stage could create issues if through their time as a Student Officer it is highlighted they aren't actually suitable.

Points on 'swim lane' for firearms was accepted by the majority of forces, however they felt this may not be attractive to military leavers as they would still need to go through the whole PEQF process. Most agreed there should be a formal review of PEQF to consider some of the key issues. Challenges posed around the modular approach, with concerns around limited opportunity to embed learning provided.

Observations around D&I in relation to retention of underrepresented female officers and protected characteristics. Positive action therefore needs to be a key theme of this work with a particular focus on inclusive culture and inclusive leadership.

Decision: The chiefs were broadly supportive of the proposals and noted the response on the feedback provided through the regional process. Updated proposal would be worked up with the College of Policing going forward.

Action: CC Chesterman would work with DCC Jardine as lead within diversity and inclusion in relation to retention of underrepresented female officers and protected characteristics.

Op OPAL/SOAC Future - Options Paper – Closed Session

Session 2 - NPCC Strategic Review of Transforming Forensics and Forensics Capability Network – Update on Next Generation Procurement

CC Nick Dean introduced the item and advised it would focus on providing an update from the gateway review work following Sir Craig Mackey's review, request a steer from Council regarding marketplace issues and seek approval of the recommendations around the future direction for forensics as outlined in the covering paper.

Since the last Chief Council meeting, CC Dean updated that the gateway group had met on five occasions and made considerable progress on the four broad workstream areas including:

- The historical delivery and spend report had been completed and circulated (as per FCN recommendation 1)
- Completion and commencement of implementation of the transforming forensics completion plan (as per FCN recommendation 7)
- Discussions ongoing around the SR allocation and meetings held with home office colleagues
- Baselining for core capabilities and performance monitoring
- FCN re-focus: new outline and remit agreed at the Gateway Group on 29 November and restructuring of the FCN has developed further and is being commenced in liaison with Dorset HR
- Focus groups and workshops have been held around Digital Forensics under the lead of CC Farrell and DCC Paul Gibson to move this work forward at pace and a plan will be brought back to CCC in February 2022
- Good involvement with PDS around the transition of services from FCN to PDS with a Transition Board established under the Chair of Ian Bell
- Governance has been discussed to establish a less cluttered governance landscape as recommended within the Mackey review

Lianne Deeming (Bluelight Commercial) provided an update and overview of the current operating model and the market place landscape and highlighted the following areas:

- Need to ensure the right marketplace approach is adopted and that it is a nationally coordinated to provide stability, a single voice to market and options for future investment
- An overview of the commercial lifecycle and the importance of the pre contract and contract management lifecycle stage as this has significant impact on delivery and how we develop and innovate
- Areas of the best practice guidance and learning drawn upon – including the 'Sourcing Playbook'

- Overview of critical success factors and the assessment of the FCN against these factors
- Overview of the role of Bluelight Commercial and the associated governance structure and relationship with forces
- Overview of the implementation of the ITT (which will commence from January 2022 onwards) and the associated governance structure, programme delivery plan and RACI

Lianne Deeming provided an overview of the specific convergence options put forward in the supporting paper and advised that Option 1 was the preferred route as the most efficient commercial route however it was recognised that this option was a difficult ask within the current environment and a proposal had been made around a possible option to develop an option to show the commitment but with a longer associated timeframe. Lianne Deeming highlighted other commercial recommendations which were considered to be around best practice to help drive a commercial strategy which consider the full commercial lifestyle approach.

The Chair opened up for comments from members:

CC Kennedy advised that a strategic board of Forensic leads was held and their recommendation had been to support option 3. Further consideration was given by the Chief Constables who sit on the West Coast Forensic Consortium Group to ensure this would reflect force, national and policing positions and it was felt that Option 3 involved too lengthy timeframes and therefore the consortium proposed an 'option 2.5' which suggested short timeframes. It was agreed there was commitment to a national framework with a reduction of the timeframes and a proposal to consider migration in 24/36 months if the evidence base supported this. CC Dean reiterated some of the challenges and risks around having a split approach to the market and procurement processes but did feel that a proposed option 2.5 could be worked to.

CC Sir Dave Thompson stressed his concern and a lack of understanding around the proposal to split the approach to the market and procurement processes which would result in increased costs, reduced innovation, a step outside of our procurement vehicle and increased pressure on the market.

CC Jo Shiner commented that there was full support for the convergence however there was a lack of confidence from the regional subject matter experts to support this and that was why an alternative option (2.5) was proposed as a way forward.

AC Louisa Rolfe advised that the MPS had contractual agreements until 2026 many of which are considered to address the issues set out by Bluelight Commercial so the MPS would need to understand what any merger would mean for existing approaches as the MPS represented a significant part of the procurement process.

CC Carl Foulkes commented that Bluelight Commercial and Lianne Deeming's involvement had been very helpful and had moved the work forward however stressed that the West Consortium group's view represented those of 15 Chief Constables and therefore a significant part of the market.

Lianne Deeming stressed the need to ensure that address the issue of ensuring there was a joined-up approach around communication to the market and the need to ensure alignment to this across policing.

The Chair summarised that following the debate, it was accepted it was not the ideal position however there was full engagement from Bluelight Commercial and this had been positively received from the Consortium chiefs and this needs to continue going forward. It was key that policing must communicate its position to the market as coherently as possible and continue to monitor the position going forward.

Secretary's note: CC Serena Kennedy updated on Day 2 of CCC that debate had been ongoing around ascertaining the legal requirements around contract extensions as this may save two lots of routes to market.

Decisions: Chiefs supported the following recommendations under National Forensics Contract Convergence:

- Commercial Strategy should be drafted including a ten year vision, reflecting the full commercial lifecycle approach and agreed with a clear plan for convergence.
- Contract lengths within the DPS should be carefully considered to continue to stimulate competition and potential new entrants
- Option Two supported: Extend the current (The West and South Coast Consortium (WSCC) contractual arrangements for further twelve months period.

Action: Communication and consultation should be reviewed, and an ongoing plan created to ensure a structure that supports a two-way flow of information and feedback to ensure Forensic and Commercial Leads feel engaged with and have confidence in the process.

Decision: Chiefs noted the update on the WSCC and BLC engagement work. As per the previous action from the October Council meeting a Paper with the decisions and update on outline of contractual landscape across forces mapped to provide overview working towards a singular process going forwards would come back to the February Council meeting.

Lianne Deeming provided an overview of some case studies which demonstrated the breadth and depth of work that Bluelight Commercial had been involved in since being operational and supporting policing and the marketplace. These included examples of activities to drive forward best value and achieve efficiencies where possible. Lianne provided an overview of the operating model for Bluelight Commercial which focused on a number of commercial pillars and work that was being undertaken to support forces around sharing spend data, learning/good practice and development of training and sustainability. Lianne Deeming provided an overview of the fragmented IT landscape and work that Bluelight was undertaking with PDS to ensure appropriate collaboration to assist with delivery in a variety of areas going forward.

There was support for the work that Bluelight had undertaken within a short space of time particularly around the sustainability agenda.

Decisions: Chiefs supported the following recommendations under National Forensics Contract Convergence:

- Commercial Strategy should be drafted including a ten year vision, reflecting the full commercial lifecycle approach and agreed with a clear plan for convergence.
- Contract lengths within the DPS should be carefully considered to continue to stimulate competition and potential new entrants
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Action: Communication and consultation should be reviewed, and an ongoing plan created to ensure a structure that supports a two-way flow of information and feedback to ensure Forensic and Commercial Leads feel engaged with and have confidence in the process.

Decision: Chiefs noted the update on the WSCC and BLC engagement work. As per the previous action from the October Council meeting a Paper with the decisions and update on outline of contractual landscape across forces mapped to provide overview working towards a singular process going forwards would come back to the February Council meeting.

Decisions: Chiefs showed support for the following:

- Support to formalise the change in Forensics – build resources to undertake the end to end commercial life cycle
- Support BlueLight Commercial working with the ICT organisations to deliver improved commercial outcomes for police.

Session 3 – Crime Committee Session – SOC Lead Proposal – (Closed Session)

Session 4 - Finance Update

Spending Review

CC Gavin Stephens stated the proposal at July's Chief's Council was for an additional £1.2 billion in 2023, rising to £1.5 billion in 2024 and £1.9 billion in 2025. The view was for a 12% increase at the end of year three, excluding pensions. The outcome is a 5.8% rise in year one, a 8.5% rise in year two and an 11.7% rise overall which is close to the proposed rise.

The overall inflation levels and employer contribution have not been explicitly given, neither the national insurance, health and social care tax increases.

The efficiency requirements are already built in; however CC Stephens has indicated to the Home Office that the conversations should now move from hard efficiency savings to productivity improvements.

Pay is the biggest variable for pressure, we have asked colleagues in the Home Office what would be the threshold to retain the treasury.

In reference to grants available to Safer Streets, Violence Reduction and other similar areas, funding from existing resource commitment should be allowed for these areas. There is a strong indication that year one will be an expansion of existing schemes and year two/three will be further movement in to new initiatives.

CC Stephens stated negotiations are still ongoing however letters confirming the amounts are expected the week commencing 13th December 2021, with confirmed amount by the 16th December 2021.

CC John Robins questioned are the percentages confirmed.

CC Stephens responded yes the percentages are confirmed and Chiefs have received these.

Funding formula

The funding formula process has commenced and the senior sector group have met twice. The senior sector group is represented by AC Martin Hewitt, CC Gavin Stephens, CC Shaun Sawyer and Robin Wilkinson. The senior sector group have a reference group for Chiefs which includes representation from all regions and groups, and this reference group is used to share the papers and collate views which will then be shared at the senior sector group.

The technical reference group is shared by Dr Matt Bland from the University of Cambridge and Gary Ridley, and is represented by CC Keir Pritchard.

There is a reference group led by Police & Crime Commissioners which is led by Roger Hirst and Alan Billings.

The previous meeting consisted of a discussion referencing the structure of the formula, to ensure that it meets the breadth of demand for policing. The principals are starting to emerge, and there has been some conflicts between them, including trying to incentivize prevention and avoiding perverse incentives. When these issues are withdrawn, the level of health and social care within policing will be evident.

CC Stephens stated there are a number of legacy positions that need to be resolved and thanked colleagues that have special arrangements in place.

Advancing in the implementation, what the transitions may look like and reviewing when would be a good time to implement has begun. The timeline previously looked unachievable and this has been adjusted.

The key point is access to data, the team will need to do a data scrape from forces as the proposed data system is not currently ready. The timeframe for the data collation is mid-January.

In parallel, 11 forces have been selected for the activity analysis and the feedback from previous was positive. The online survey that colleagues need to complete takes approx. 10 minutes per shift, however this provides great insight and information which will be used in the funding formula.

CC Shaun Sawyer supported the request for a data quick turn around in early 2022.

Decisions: Chiefs noted the updates on the spending review and funding formula.

National Operating Budget Concept

CC Stephens stated a concept has been brought through the Finance Coordination Committee which consists of, instead of the process we currently have which is business cases being presented for various national functions, we will move to an annual planning cycle. This will allow Chiefs to have a financial plan that will be familiar with the force, organization and environment. This will allow us to do mid term financial plans to look ahead and account for inflation or make requirements for efficiency savings.

The table which shows the existing contributions of net revenue expenditure across forces for national functions. £16.5 million of this spend is on various business cases.

The proposal is to move to an annual financial planning cycle that is supported through the Finance Coordination Committee, but governed through Chiefs Council.

CC Stephens commended the work undertaken by the hub leader, Inderjit Malhi.

If Council support the annual cycle, what level should the contribution be set at. The table proposed for the contribution to be initially set at 0.11% and reviewed during the mid term planning for the next years. Almost sixteen forces have submitted a bid or a version of a bid for what they are looking for in future years, from these bids there is already £2.3 million of additional pressure.

Chiefs who lead in this area must exercise some restraint, as for example in CLIO there is a bid for more than double of the budget from last year.

CC Stephens suggested to move to the new arrangement, however to take some additional time prior to the next Chiefs Council to scrutinize the additional growth bids to take time at next CCC to scrutinise and colleagues that are sponsoring those bids to set expectations and confirm a sort of final percentage contribution at next Chiefs Council.

Decision: Chiefs agreed the new funding method and planning approach to be implemented from the start of 2022/23 financial year.

Decision: Chiefs agreed the NRE 0.11% for force funding and partner contributions for the 3 years 2022/23 to 2024/25, as set out at 3.1 in the paper.

Session 5 – Workforce Session

Pay and Conditions - 2022 Pay Award Options – Closed Session

Abuse of Position of Trust for a Sexual Purpose

CC Craig Guilford stated the IPOC has not been inundated with cases where referrals should have been made previously.

The national conference has also recently taken place and PSD have undertake decent sharing of case studies.

In reference to vetting, CC Guilford stated Chiefs must continue to look at vetting and revetting colleagues, what is in our vetting and focus on transferees.

DCC Debbie Ford stated the biggest point being given from the HMIC is understanding designated posts and who is in the posts.

T/CC Lauren Poultney emphasised to Chiefs the checklist has been distributed to all Chiefs via Chiefs Net.

Chair emphasised the level of scrutiny on this and when things are coming out from our leads asking you to check, please go and check.

Decision: Chiefs approved the strategy and noted the products available as outlined in the paper.

Wellbeing

Andy Rhodes stated the NPWS are doing our own survey we have facts on what the problems are and what we need to do about them.

Activities supporting workforce mental health:

- OSSR
- NPWS
- Police Covenant
- Occupational Health Standards
- CoP Leadership Training
- HMICFRS PEEL
- Operation Hampshire
- 3rd National Wellbeing Survey
- MIND & Royal Foundation Metal Health at Work Commitment

Occupational Health Standards is an ongoing piece of work and workshops will be run for staff to attend.

The College of Policing have integrated wellbeing through all levels of leadership training.

Op Hampshire is taking flight, there is a data collection requirement however there is no national collection of this data. A resolution has been developed in to a powerset and selected forces are doing a power of concept on it currently. Phase 2 is the suicide and serious injury, and this will require procurement and funding.

The following points are being highlighted in senior leadership briefings:

- Executive level ownership
- Complete the BLWF + survey and use it to inform work
- Establish a safe peer support capability
- Ensure trauma support is business as usual
- Line manager development
- Op Hampshire data and process
- Occupational Health Standards

Work-related mental health must be assessed to measure the levels of risk to staff. Where a risk is identified, steps must be taken to remove it or reduced it as far as reasonably practicable.

There is currently 62 wellbeing and trauma support dogs which have been introduced to a large number of forces.

CC Jo Farrell questioned will there be an agreement on the HSE that this will be drawn in to a national policy offering, that will state this is what you can expect when working in policing.

Andy Rhodes stated there are standards that will be pulled out and to say what is currently ongoing regarding mental health in the workplace.

Commissioner Cressida Dick stated a lot of money has been invested by the Metropolitan Police in to this and it is in a great place. Secondly, over the last years we have lost a lot of people and 90% of the problems were in the home and the concern is we don't get forced into a position where we are liable and assume liability. However it is important to take a preventative approach to mental health.

Andy Rhodes agreed a plan must be set out clearly, we must collate the data and then a toolkit is proposed to be commissioned, similarly to the London Ambulance Service.

CC John Robins commended to work taken place across the country for mental health, however there is still a requirement for acknowledgement of issues regarding financial health. CC Robins encouraged the wellbeing service to become involved in this as it further links to relationship issues, work issues, performance issues and suicide.

Andy Rhodes a lot of focus has been given to this at the Workforce Committee.

CC Pam Kelly encouraged colleagues to engage with Andy Rhodes and his team in to the senior leadership team meetings once or twice a year in order to keep up to date with the ongoing work.

Decision: Chiefs noted the update and welcomed further future guidance on suicide prevention and employers responsibility.

Decision: Chiefs fully supported the work of the Oscar Kilo and were encouraged to invite Andy Rhodes and team to forces senior leaders meetings to see how to explore and expand implementation more within forces.

Strategic Assessment of Workforce

CC Pam Kelly presented the first draft of the workforce strategic assessment. This work stemmed out of the criticism received on how quickly we were processing telephones recovered from victims of rape or assault. The workforce committee felt there was a need to look ahead and map out the plan for skills shortages and highlight what they are. Some of the gaps highlighted will link to future spending reviews as monies may need to be allocated in order to achieve the plan. The committee are working closely with HMICFRS to build in workforce planning and forecasting in to force management statements. A template is currently being created to start capturing what some of the

shortages are now and for the future, as this is what the workforce committee need to focus on, on Chiefs behalf.

A first draft has been created and focuses on the below five critical specialist workforce capabilities:

- Investigators
- Cyber Crime
- Intel/ research analysts
- Data specialists

Key enablers of an effective workforce:

- Support and supervision
- Wellbeing
- Digital and problem-solving skills
- Career pathways
- Ongoing professional development
- Pay and Reward

When we reviewed some of the reasons some of our new recruits decided to leave the organisation early on is due to lack of supervision and support.

Wellbeing is essential and a workforce that is more flexible is viewed to be more attractive. Therefore, we will have to think how forces can retain the skills and colleagues, including Pay and Reward element.

The first strategic assessment has highlighted out first year of the uplift programme has been successful, however year three will be difficult. Out of every eight applications only one joins the service, therefore we would need another 57,000 applications by September in order for us to deliver. We have a younger and less experienced work force and 38% of the current workforce have less than 5 years' experience.

Wellbeing continues to be essential to building a sustainable workplace. We are seeing more officers go to occupation health within the first 2 years of joining the service.

Currently we have over 10,000 on restricted or adjusted duties and this is a growing challenge for the service. When we think of the growing demand along with other factors, we must think how we manage the workforce and demand.

Data collected for the strategic assessment showed 50% of voluntary resignations occur from employees in their first 2 years. The committee are working closely with forces to gain an understanding of the reasoning through exit interviews. 2.8% of BAME colleagues are leaving the service early compared to 1.6% white males.

In terms of reviewing and scrutinising the data, DCC Janette McCormick is working to get the retention data available to all forces.

The next steps include:

- Refocusing of workforce priorities and risks
- Ongoing consultation with NPCC Committees and other national strategies (e.g. S&T)
- Specific work with specialist workforce areas
- Enhanced data collection on workforce capabilities
- Cross-sectoral work
- Work with College and HMICFRS

AC Matt Jukes questioned how to we support turning a strategic assessment in to a control strategy. Secondly, how do we get involved in the conversations politically regarding growth and the complexity of the picture described.

David Paul responded a number of draft strategies are currently being created , focusing on the 5 key skills to enable a differentiated control strategy.

CC Pam Kelly stated the workforce committee are already working on the enablers. The next round of the force management would give a valuable insight, this would be fed back to Chiefs and one response to Minister.

CC Gavin Stephens stated we require some targeted national schemes in order to target the right cohorts.

Decisions: Chiefs supported the next steps as outlined below:

- Re-focusing of Workforce priorities and risks.
- Ongoing consultation with NPCC Coordinating Committees and other national strategies (e.g. S&T).
- Specific work with specialist workforce areas (eg digital forensics, CT).
- Enhanced data collection on workforce capabilities (eg PIP 2).
- Cross-sectoral work – eg engaging with wider law enforcement.
- Work with College and HMICFRS to get placed into forces normal business cycles.
- Lay out structure for second assessment in Q1 2022.

Policing Minister

The Policing Minister stated there are three key areas of the Vision over the next three years:

1. Beating crime plan
2. Drugs strategy
3. Uplift and Workforce

Policing Minister stated it is critical we get the uplift right and it has been going well. We are coming to the end of year two and it is important we finish the year well and strong. Policing Minister will write to Chiefs with allocations, which may be quite challenging.

The latest phase of advertisement is published.

We also want to concentrate on the strand of diversity, this is an opportunity to change the diversity of policing. In reference to applications, 37% of women applicants to has increased to 42%. BAME applicants are currently 11.4% however are showing more challenging to engage.

A specific advertising campaign will be launched, targeting those that are not necessarily from a typical policing background and the advertising will be targeted also to families and friends.

The data has been refined, and forces will now receive the ethnicity of leavers. Policing Minister urged colleagues to be curious and examine the data effectively.

A meeting with senior leaders will be taking place on 10th January 2022 to discuss the implementation of the Beating Crime Plan, as it did not land perfectly in Summer 2021.

CC Lisa Winward stated retention of skills in policing and the need to pick up the pace in the last year. It feels the marketplace has overtaken policing as there is not enough incentives for the skilled people to remain with us. Also, colleagues in skilled data roles are joining us, training up and then moving on to roles within other sectors. What can we do to raise the incentives?

Policing Minister responded the issues are the 30 year issues, as we get to the maintenance phase we are hoping to make suggestions and referrals.

CC Carl Foulkes referred to the Uplift disproportionality and we may hit the mark but miss the point.

Policing Minister responded if you have a unlevelled number of the younger applicants in to policing this could provide momentum and a different aspect on joining policing.

CC Pam Kelly stated a presentation was delivered on the workforce strategic assessment, now we have the three year spending review and some of the dilemmas we are facing some of the skills gaps are in police staff and not officers. We are starting to get concerned how will we meet the skills gap after uplift and what this could look like post uplift.

Decisions: Chiefs welcomes engagement and discussion with the Policing Minister and noted the launch of Digital Crime Performance packs next week to all forces.

Police Now

CC Pam Kelly introduced Police Now and the resource available.

David Spencer stated Police Now was introduced within forces. Over the last 6 months a lot has taken place to hear from Chiefs on what direction you want Police Now to go in.

David recognised we have not got everything right and the feedback received from Chiefs this year is helping to ensure we do get this right.

Finally, getting the optimal size of the programmes right to ensure the project is where it needs to be and meet the needs of the service.

CC Pam Kelly reiterated we all need to have points of contact with Police Now and this can be a very vital point of our recruitment.

Decisions: Chiefs welcomed the discussion on police now and would encourage publicising the organisation internally to help offer different points and routes of recruitment to attract great individuals into policing using Police Now.

Workforce Diversity and Representation – Uplift Programme Update

Keiley Garland, Head of Comms (Police Uplift Programme) stated we are midpoint in the programme. The focus in year two has been the sharing of knowledge and best practice. We are just about to launch new attraction and outreach handbook, this is supported by a new portal. The national Home Office campaign is due to launch in January 2022.

The advocacy campaign to have a conversation about recruitment and what support are you offering your officers to have these conversations is due to be reshared.

The All Together Better campaign has been developed.

Evaluation and learning will be shared with forces.

Decision: Chiefs noted the update from Janette McCormick on: workforce diversity and representation; delivery; year 3 allocations; the data now available to support forces; and programme communications.

Session 6 - ESN and ESMCP Update

ESN Police Service Acceptance Strategy (from regional papers) – Closed Session

Session 7 - Creation of Prevention Coordination Committee – Options Paper

CC Stephen Watson stated the prevention paper is to facilitate further discussion to create a Prevention Committee as part of the NPCC Strategic Hub and to ratify the refreshed national policing prevention strategy.

A proposal was presented at Chiefs Council in March 2021 for better strategic. Council requested the proposal be subject to some further work and the importance of coordination to be highlighted.

The prevention paper seeks to incorporate better detail and represent the outcome of the consultation that took place between March 2021 and December 2021.

Since the original paper was presented to Council, there have been further contemporary drivers including the Beating Crime Plan. There is a bias towards prevention, there is the requirement from HMG to put more money towards prevention.

As a service we are not up to scratch to meet the opportunities being put before us, from the Home Office and Treasury.

Prevention is one of the major crosscutting themes and the formulation of a committee will eliminate the impediments. The cost at this stage is almost non-existent, as we have a capability coordinator at Superintendent rank within the NPCC Hub and is currently funded by South Yorkshire, but if this is agreed would be funded by NPCC.

The refresh strategy was initially agreed in 2015, however this has now been refreshed as a result of consultation.

Chiefs were invited to endorse the proposal to create a prevention coordination committee and ratify the new strategy.

CC Andy Marsh supported the creation of the committee, however pleaded for the committee to be created through a strategy that is understood and to be firmly involved in the College.

CC Gavin Stephens supported the committee and does not see this as a short task and finish project. The cultural part within the strategy and working with the college is very important. There is a job to consolidate the various prevention approaches being used.

DDG Graeme Biggar supported the committee, however there should be assurance that there will not be duplication.

CC Oliva Pinkney supported the committee. There is a role for a strategic hub on what goes in to this committee and as soon as it is created it will be massive. There should also be a consideration to review in 6 months.

CC Dave Thompson stated further clarity on the committee may be required. CC Thompson is not fully supportive and requires an understanding of what portfolios it would drive forward.

CC Jo Shine stated prevention is a huge part of reducing harm on our roads which is very multiagency. It comes back to where to the jigsaw pieces come together to ensure we are cohesive and collaborative.

AC Louise Rolfe keen to understand how this will fit with the current NPCC portfolios.

CC Stephen Watson stated he does not envisage those can forget the 4th 'P' off of the work plan. The value is when we are more coherent and in one place and have a centre where all the knowledge sits and can be referenced.

Chair stated this warrants a review of the whole committee structure in the future.

Decision: Chiefs supported and ratified the National Policing Prevention Strategy.

Decision: Chiefs agreed to create the prevention coordination committee.

Action: Crime Prevention team would work with the NPCC Strategic Hub to come back to chiefs on detailed proposal of agreed creation of the committee building in resilience and capability points including roles and responsibilities (strategic and operational), how this links in with the National Crime Agency, outputs being made clearer and how the committee would coordinate across all NPCC committees/portfolios interlinked into this area of work to avoid overlap.

Action: NPCC Team to work with Crime Prevention Portfolio on creating and advertising the new coordination committee chair role for all chiefs to apply in the new year.

Session 8 - Police Superintendents Association – Perspective

Paul Griffiths stated the secretariat work a lot on pay and pensions, and there is a lot of processes to go through including diffuse and negotiate with the members, before the force is approached. Therefore please be assured work is undertaken in the background prior to the association approaching the force directly.

The soft indicators are there seems to be more pressure and as a result there is an increase in telephone traffic. The academic work demonstrates Superintendents are professionally vulnerable in their first 12 months and their final 12 months before exiting the service, therefore from the 1st

September the association are contacting all new members to make them aware of the support available to them.

The Association President works to triangulate work, as there are rare occasions whereby there is a disagreement. A lot of work has been around Diversity, Equality and Inclusion (DEI) , and the association have started to uncover some real positivity between 2018 - 2020, working with the College of Policing. The association are coaching and mentoring for as many leaders as possible, and there is currently 1047 leaders trained with a moral commitment to support three underrepresented groups. This project has now been systematically handed to the College of Policing, but has shown the association the importance of coaching and mentoring.

A project on cross organisational coaching is being undertaken with the British Army, at third year. This is demonstrating good dividends in terms of the broadening support across organisations.

Whenever analysis has been undertaken, predictably the benefits are very welcoming and supporting. However, it was not predicted that those doing the coaching take away a lot from this also.

Paul Griffiths stated a letter was sent to Chiefs, and was grateful for the interaction from Chiefs. Early on in the Uplift Programme a lot was given to the recruitment process and as time went on the association membership began to grow.

Paul appealed for Chiefs to be reassured that they have the numbers to turn strategies to success.

CC Andy Marsh provided recognition to Paul and the work the association have carried out.

Decision: Chiefs noted the update and would re-assure themselves they have numbers to turn strategy into success.

Day 2

Session 9 - Local Policing Coordination Committee Briefing and Overview

CC Olivia Pinkney introduced the session and advised that this was the third and final session providing colleagues with updates on a range of local policing issues. The Local Policing committee was considered the gateway to a variety of other crime related issues and cut across the policing landscape. CC Pinkney advised that the local policing committee was made up of 12 portfolios, each with its own delivery plan, who worked closely with partners and stakeholder including the APCC local policing team. CC Pinkney summarised the updates that had been provided at previous CCC meetings including neighbourhood policing, children and young people, mental health and prevention issues. CC Pinkney introduced the speakers who would update on issues around anti-social behaviour, citizens in policing and heritage:

Anti-Social Behaviour

DCC Andy Prophet provided an overview of the anti-social behaviour portfolio, and the following areas were highlighted from the presentation:

- The impact of the change of definition to anti-social behaviour (ASB) in 2014 which provided a very broad definition and has had many areas of overlap which can be a challenge for front line staff
- The Beating Crime Plan references ASB which includes a commitment to galvanise multi agency working around ASB and the need to improve knowledge levels at front line levels of the existing ASB legislation
- Impact of the covid pandemic on ASB recorded statistics
- Overview of crime survey results and feedback from the public on a broad range of ASB issues
- Use of the College of Policing knowledge hub and Force leads network to distribute best practice and relevant guidance – this has included guidance on issues including street homelessness and vagrancy

Overview of the national governance structure which includes a quarterly Strategic ASB oversight board chaired by the Home Office at which the NPCC, APCC and Ministry of Justice are represented. This Board is developing ASB principles to outline the strategic ambition to minimise ASB through a prevention led focus

Decision: Chiefs noted the update and supported the aims of developing a consistent approach to ASB through their own operational teams including:

- *Minimising the incidence of ASB through prevention*
- Focusing on victims and vulnerability (reduce harm)
- Dealing with persistent offenders (more outcomes)
- Making communities feel safer & more empowered to respond to ASB
- Recognising the paramount importance of local drive, understanding and delivery (Force and P&CPs)

Citizens in Policing

CC Lisa Winward provided an overview around citizens in policing and the following areas were highlighted from the presentation:

- Volunteers have been in policing longer than paid police service staff
- Thanks for the support from Council following the agreement to fund a central team to embed business as usual for citizens in policing
- There are thousands of volunteers across the country supporting policing services and the mission is to connect policing and communities through those volunteers
- One key objective is to ensure volunteers feel valued, included and integrated into the police service/local teams
- There are a number of workstreams, regional and associated leads who support significant areas of work ongoing within the citizen in policing portfolio
- Police uplift provides an opportunity to increase numbers and diversity representation
- As PEQF is rolled out – work is ongoing to change the special constabulary inductions so that special constables can complete part of the PEQF module

- The 'Valuing Volunteers' framework provides a checklist to help volunteers to thrive and deliver an effective service in policing
- Update on safeguarding and work to have a designated safeguarding officer in each force
- Employer supported policing; over 400 companies nationally allow their members of staff to volunteer during work time and more is being done to develop this
- April 2022 will see a move to a business-as-usual approach and the current centralised support will not be in place and therefore forces will need to ensure they use and sustain the business-as-usual model and self-service opportunities that will provide access to the relevant information

CC Sir David Thompson supported the ongoing work around the special constabulary and volunteers and highlighted that there will be a UK mutual aid request for special constables to support the 2022 Commonwealth Games. In relation to safeguarding, CC Thompson felt that policing should be a centre of excellence for safeguarding of young people and should consider a national standard if appropriate. CC Shaun Sawyer advised that a paper will be submitted to a forthcoming Chief Constables Council outlining proposals for a model with clear standards and accountability.

CC Pritchard supported the work of citizens in policing and was keen to ensure that volunteers were aligned to the future policing mission. CC Pritchard queried whether the work to ensure that volunteers have the required specialisms was nationally driven so that policing can future proof its volunteers approach going forward.

CC Thompson highlighted gaps around death in service and injury on service benefits for special constables/volunteers and CC Winward advised whilst some forces have local policies, there isn't currently a national position.

DG Biggar highlighted potential risks with some volunteers using their policing volunteer status as career building mechanisms.

Decision: Chiefs noted the update and supported the aims of the portfolio to achieve the following:

- Review the scheme and identify a more sustainable way of working; removing barriers and reducing bureaucracy with BaU in mind.
- Updating and refreshing the ESP toolkit to facilitate promotion of the scheme by CiP teams.
- Updated guidance for forces on ESP being drafted & aims to bring parity to the offer of ESP between SC and PSV internally.
- Workstreams currently being progressed to include onboarding of a variety of organisations with an emphasis on under-represented sectors.
- Dialogue with Home Office regarding their involvement.

Police Heritage

CC Dave Thompson provided an overview around heritage issues and the following areas were highlighted from the presentation:

- A baseline survey will be undertaken to understand heritage activity within forces and there had been an impressive response from forces

- A good network existed ranging from professional heritage staff and talented volunteers
- Work was ongoing to review the Roll of Honour and ensure that all staff who fit the criteria are captured
- Update on work around MOPI requirements on retention of historical records and work was ongoing to develop guidance to forces
- A maturity model on police heritage was being developed to provide areas of choice and potential outcomes to forces
- Reviewing where expertise exists and in what areas of policing
- A black history project is being progressed as part of the race and inclusion work

Decision: Chiefs noted the update and recognised that there are a number of key issues police museums are experiencing consistently across forces of all sizes, mainly regarding concerns over records, lack of awareness of the benefits of police heritage, funding and professionalising.

Decision: National Portfolio to review forces opportunity in the recruitment of museum professionals.

Action: At the next portfolio group meeting the team will look to develop this work further to analyse the results and the issues in more detail, understand what opportunities exist to address the problems and address how forces can support each other in these four key areas of work: records, awareness, funding and professionalising. This would include supporting the College of Policing to develop and deliver the APP for Archiving of Records in the Public Interest.

Action: The portfolio will work with heritage SPOCs to support forces in proactively maintaining their force Roll of Honour.

Session 10 - Inclusion and Race Equality Programme Update and Discussion – Closed Session

Session 11 - NPCC Diversity, Equality and Inclusion Session

DEI Strategy and Outcomes Framework

Action: DEI will bring back wider DEI strategy to the February 22 Chiefs' Council meeting.

GRT – Encampment Guidance

Action: Agreed to bring back paper to the February 22 Chiefs' Council meeting.

Trans Searching

CC Vanessa Jardine stated presentation follows on from guidance originally given by Julie Cooke in September 2021. The proposal adoption of a consistent searching policy for transgender officer and staff across forces nationally. There is a variety of policies across forces, however it is important that we strive to be representative of all our communities.

The policy involves a discussion and involves taking in the views of the person being searched. Some forces still require people to have a gender recognition certificate, and this is out of date and no longer required.

CC Jardine requested colleagues to approve the recommendation to adopt a consistent searching policy for transgender officers and staff across forces.

Decision: Chiefs approved the recommendation to adopt a consistent searching policy for transgender officers and staff across all forces.

Workplace Adjustments (Purple Space)

CC Amanda Blakeman stated the purpose of this presentation is to introduce the Disability Confident Delivery Plan and the development of a National Delivery Toolkit.

The toolkit was presented, and the below areas were highlighted:

Leadership and Culture:

- Chief Officers to show leadership and visibility in driving disability inclusion, creating a fair and inclusive culture.
- Forces to achieve Disability Confident Leader Level 3 status.
- All forces to have a committed and engaged senior champion – leading on disability, neurodiversity and workplace adjustment.
- Forces to review and adapt policies, procedures, and impact assessments for appropriate and consistent language in relation to disability and specifically include neurodiversity reviews.
- Forces to support national and international awareness days.
- Forces to review and include neurodiversity in their Diversity & Inclusion strategies as a form of disability difference. Best practice road maps for neurodiversity support to be adopted by all forces.

Empowered Staff:

- All forces to establish disability and carers networks and ensure funding, training and constitutions are sufficient and effective. Forces to identify regional nominated champions.
- Recruitment and interview accessibility to reviewed by forces. Encouragement and alterations to be adopted for internal and external processes. Networks and internal experts to be consulted on advert design. Candidates to be offered adjustments in application information.
- Forces to create working groups to enable the leadership to listen and engage with disabled colleagues, to hear the challenges and learn from best practice.
- Through networks ensure colleagues are afforded the option of a disability ally. Forces to be rewarded for an active ally scheme.
- Chief Constables to develop local mechanisms to bring networks into decision making processes. To value those with lived experience who can support local delivery plans.

Workplace Adjustments:

- Workplace adjustment passports to be introduced with a focus on an enabling approach and social aspects. Passports to be used to maximise different talents available to forces.
- Working groups to be set up, comprising of HR, staff disability networks, ICT, procurement, health and safety and occupational health.
- Forces to review access to work procedures and share good practice on adjustments.
- Forces to have strategic oversight and consider a broad range of innovative workplace adjustments according to needs. Forces to review and change to a social model of availability.
- Forces to ensure they have ICT accessibility advisors. Participate in the National Disability Accessibility Working Group (NDAWG) and create an accessibility hub. Force Systems and websites to meet accessibility regulations.
- Estate strategies to ensure building access audits are completed and reviewed on all police premises.
- Forces to offer dyslexia screening for new starters and existing employees.
- Recruitment and interview accessibility to reviewed by forces to attract neurodiverse talent

Training and Awareness:

- Corporate communication departments to develop local plans specific to disability. Plans to support story telling which breaks down cultures of stigma and misunderstanding.
- Forces to advertise support - What is available and where to get it.
- Line managers and HR to have training on workplace adjustments and work towards a proactive social model approach of offers rather than requests.
- Disability awareness training for all officers and staff. Training to focus on abilities and value of difference and inclusion. Training on appropriate use of language and conversations.
- Forces to provide training and support for effective Networks to be provided with funds, skill and resources.
- Forces to promote learning on the social model of disability. Understanding the benefits of moving to that model in order to ensure inclusion.

Data/Analysis and Best Practice:

- Forces to adopt the Safe to Say campaign and embed the 5 Trust Test enabling colleagues to share, declare and disclose. Forces to identify reasons for non-disclosure.
- Forces to collate and review data on disability, neurodiversity and workplace adjustments. Keep good records on how much is invested in time and money. Forces to engage and supply quality data returns to Home Office requests.
- Best practice to be recorded by forces, shared regionally and nationally through membership of The Disabled Police Association and National Police Autism Association.
- Forces to accurately record, reflect and capture disabled leave and maintenance treatment.
- Forces to work together for a nationalised central approach to managing workplace adjustments. To help with data collection, sharing equipment, improved purchasing power and budget allocation.

What the toolkit could look like?

The next slide will give you an indication of how the toolkit could look once built in to the new Oscar Kilo, National Police Wellbeing Service Website.

To give you an example, we have used the Wellbeing of Investigators Toolkit that was launched in June 2021.

All of our toolkits are now built as live web content. This makes them fully accessible and more interactive. It allows users to submit comments and feedback and for us to provide links to embedded content, allowing us to share best practice, resources and contacts.

By publishing these toolkits on the Oscar Kilo website, they are publically accessible – making them easier to use and access when out and about or away from the office.

If however, there is content that is only suitable for a policing audience, then these toolkits can be hidden behind a login area where people would have to create an account with a police email address to be able to view.

Toolkits can also be made into accessible PDFs if people wish to print off or download.

Next Steps:

- Chief Officers commitment to adopt the Delivery Plan
- Working Group to continue developing tool kit and best practice
- Toolkit 'go live' March 2022

To achieve this we need to listen and act on what our own people have shared with us in the discovery report. The evidence is telling us that if we all understand the social model of disability, it will help change our perspective.

We need to understand that everyday situations can create unnecessary challenges for some people, we can pivot our approach to physical, organisational and attitudinal barriers and eradicate the issues that can make us a disabling organisation.

Decision: Chiefs agreed the following next steps:

- Chief Officers commitment to adopt the Delivery Plan.
- Working Group to continue developing tool kit and best practice.
- Toolkit 'go live' March 2022.

PUP – Retention and Onboarding Survey

DCC Jannette McCormick introduced colleagues Amina Khan and Adam Green from the Home Office.

Adam displayed a PowerPoint presentation on leavers/resignation. Voluntary resignation data has increased and the data shows resignations are more likely to be from female or minority officers. Therefore it is important, especially during uplift, to provide context to the data and understand will this continue. Especially, if other data shows a high percentage of officers resigning during the first two years of service.

A rapid literature review was undertaken and the findings can be grouped under the below headings:

- Organisational commitment and job satisfaction
- Perception of management support
- Organisational culture and wellbeing
- Inclusivity of the workplace

Just over three and a half thousand recruits joined in 2020 and were asked a series of relevant questions relating to the above headings and other areas. The overall outcome of the survey was positive, however there were some disparities. More than 80% of the new recruits stated they intend to remain in service until retirement age and approximately 9% stated they intent to stay approximately three years.

Adam presented a diagram which displayed different areas of the data and the increase and decrease.

Overall job satisfaction was another key factor, this was quite high overall at 90%. It is significantly lower for BAME and over 40's and even lower for under 26 year olds.

Management support was key within retention, and it was found colleagues may be more inclined to leave the service if they do not feel well supported.

Approximately 90% of new officers feel satisfied with the management support they have received, however 80% of BAME officers feel satisfied with the management support they have received which is lower than their colleagues.

Amina Khan thanked forces for allowing the Home Office in to forces, as it is important to dig under the data. This helps to move from what is statistically irrelevant to what is statistically relevant.

DCC Jannette McCormick stated we have only recently begun looking in to voluntary redundancy and resignation recently.

Work has been done with the College of Policing with professional tutors and refreshing current curriculum and looking at what can be taken from the PQM curriculum. Also, working with the College of Policing on what the offer should be and coaching at key points.

Andy Marsh stated this is great data that will only be successful if we can scale it. There is a stark difference on how people feel depending on the entry route. Want to meaningfully improve entry routes, however we cannot do this unless there is a good relationship between HEI's, College and forces.

DCC Janette McCormick stated there is a wealth of support available on the data panel.

CC John Robins questioned when is policing going to be reviewing the success factors of PQF.

CC Andy Marsh responded the College of Policing is collating and responding them. The way in which it is delivered is the most important thing. The way in which the HEI structures it and all forces have different approaches to the structure.

Finally there are a number for valued evaluations, CC Marsh will give succinct summaries of the review of the PQF.

Decision: Chiefs supported the Home Office engaging directly with officers and staff through the PUP to gather all future required data.

Decision: Chiefs encouraged to review data panels and review offered.

Action: College of Policing to at difference in reduced costs (discussion around Abstraction rate or Assessment cost).

Gender Portfolio Update

Action: Agreed to bring back paper to the February 22 Chiefs' Council meeting.

VAWG – Framework for delivery

DCC Maggie Blyth stated the delivery framework is due to be launched next week. The document has been around balancing public scrutiny and the scrutiny from other stakeholders. There has been significant engagement from approximately 70 individuals and organisations, including the Home Office and HMIC.

The strategy will build on the work already being undertaken by forces. The delivery plan is anticipated to launch on Wednesday, and with the press slightly before. This is a public facing document but is focused on policing and it will therefore have scrutiny from elsewhere.

A performance metrics will sit behind the document and will be published by March 2022.

The three pillars of the delivery plan:

- Trust and confidence
- Relentless focus of perpetrator pursuit
- Safer spaces

The next steps include a performance framework to support delivery plans and this will in turn provide wider actions to involve partners

DCC Maggie Blyth requested for Chiefs:

- Endorse and positively support the framework
- Local plan development in line with the National Framework
- Support NPCC Launch
- Engage and listen to your local stakeholders

Decision: Chiefs agreed the national framework for delivery year 1 and this would be circulated to all stakeholders on the 15 December.

Decision: Chiefs agreed and supported the following next steps:

- Endorse and positively support the Framework
- Local plan development in line with the National Framework
- Support the NPCC launch
- Engage and listen with there local stakeholders

Session 12 - Permanent Secretary Update

The Chair welcomed Matthew Rycroft, Permanent Secretary to the meeting.

Matthew Rycroft thanked Chief Constables for the opportunity to address the meeting and highlighted the following issues that were on the Home Office agenda:

- A thank you to Chief Constables and their staff for their performance and commitment over the last few years including dealing with policing the pandemic, response to crime reduction targets, enabling joint working across the criminal justice system, the Beating Crime plan and the Drug Strategy and successful policing of G7 and COP26
- The spending review outcome was a strong result for policing and allowed planning with certainty for the next three years as well as completion of the police uplift programme
- One of the key challenges ahead was around public confidence in policing and the Home Secretary was keen to encourage greater public confidence in the police
- There was a positive relationship between policing and ministers whilst accepting and acknowledging areas of operational independence

The following issues/questions were raised by Chief Constables:

CC Gavin Stephens raised the review of the police funding formula and felt this debate would highlight policing activity in the health and social care landscape and asked how this review can drive conversations across government. The permanent secretary agreed that the funding formula required revision and advised that full public consultation would take place before any arrangements were established. The review was challenging and needed sufficient time to ensure all issues were considered.

CC John Campbell asked if there were any observations around where policing could be better and raised the role of police crime commissioners. Matthew Rycroft commented that he felt there sometimes needed to be a focus on quality and not quantity (example police uplift programme) and highlighted the need for policing colleagues to avoid defensiveness when issues relating to policing were challenged. The Permanent Secretary provided an overview of the ongoing PCC review work and areas identified to build and improve on.

CC Craig Guildford raised a query around additional areas of funding that is allocated outside of forces base budget allocation, and it would be appreciated if focus could be exercised on these areas to provide assurance for future planning particularly in view of forthcoming precept conversations. Matthew Rycroft advised that the Home Office were conscious of pressures on policing whilst also needing to maintain some flexibility around resource/funding allocation and welcomed areas of specific feedback.

CC Iain Livingstone raised some of the significant issues impacting on UK policing including ESN, violence against women and girls, COP 26, Covid, SOC leadership, diversity and inclusion and armed policing. Whilst there were different government frameworks across the UK, policing always aimed to collaborate in their overall approach. CC Livingstone made a plea for the different areas of government to take the same approach. Matthew Rycroft passed on his significant thanks for the work of Police Scotland (and other forces) to successfully police COP 26 and his thanks for CC Livingstone's leadership in managing the differing government structures and relationships.

Matthew Rycroft thanked policing colleagues for their work to move forward the ESN programme and acknowledged that whilst some challenges remained to be addressed, the programme was progressing. He also noted the significant moves forward to tackle violence against women and girls and serious and organised crime.

CC Shaun Sawyer raised the role of officials within the Home Office and stressed the role of the NPCC Strategic Hub for officials to engage with to ensure appropriate coordination. CC Sawyer also raised the role of the NPCC Chief Scientific Officer and the availability of relevant data within the Home Office and queried how we could increase access and awareness to relevant data. Matthew Rycroft provided an update on the Home Office Transformation programme and the impact that it will have around provision of data and acknowledged the role of the NPCC Strategic Hub.

Decision: Chiefs welcomed the opportunity to speak with the permanent secretary and noted the update.

ANY OTHER BUSINESS AND WRAP OF DECISIONS

The NPCC Chair thanked all chiefs who attended last night's Police Sports UK awards dinner which was a success and would look to do this again with the team next year in 2022.

DATE OF NEXT MEETING

The next Extraordinary Chiefs' Council meeting will be held on **12 January 2022**

The next full Chiefs' Council meeting will be held on **2-3 February 2022**.