

MINUTES OF THE SCRUTINY BOARD HELD ON 08 JULY 2020 MEETING HELD VIA SKYPE VIDEOCONFERENCE CALL

Present: D Keane, Police & Crime Commissioner
D Martland, Chief Constable

Office of the Police & Crime Commissioner

P Astley, Chief of Staff
C Jones, Programme Manager
M Walton, Senior Governance & Performance Officer
C Tozer, Senior Communications Officer
J Park, Operational Support Officer

Cheshire Constabulary

J Cooke, Deputy Chief Constable
J Sims, Assistant Chief Constable
M Burton, Assistant Chief Constable
J Gill, Assistant Chief Officer
P Woods, Head of Planning & Performance

Two members of the public were present to observe the meeting.

1. MINUTES OF THE 13 MAY 2020 SCRUTINY BOARD

1.1 The minutes of the meeting on 13 May 2020 were noted and approved.

2. POLICE & CRIME PLAN THEMATIC: A POLICE SERVICE CONNECTED WITH COMMUNITIES

- 2.1 The Chief Constable provided a thematic report including the Police and Crime Plan commitments underpinning the approach to the community policing model in Cheshire. The Chief Constable discussed ongoing work, the developments for the future and also what is in progress with delivery anticipated by the end of July.
- 2.2 The Chief Constable explained there are 122 communities with an aligned PCSO which was delivered and in operation with the approach of PCSOs with specific responsibilities as part of the community policing model work on priorities of visibility, engaging with communities and road safety. The Chief Constable explained how pleased and proud of the approach that the Constabulary has taken to virtual surgeries, calling on vulnerable people whilst maintaining visibility throughout COVID. The Chief Constable explained that the increase in officer numbers following the precept increase of last year had provided sufficient resilience to deliver the commissioner's budget priority of a named police officer to each of the 122 communities. The Chief Constable confirmed that the Constabulary has identified 122 officers and the vast majority will be aligned to communities by August.
- 2.3 The Chief Constable explained there remains a dedicated problem solving team in each of the four local authority areas which continues to respond to issues relevant to that area, the team would work with the 122 community police officers and PCSO's to deliver a problem-solving capacity. The Chief Constable highlighted how successful such teams have been, including examples of safeguarding some incredibly vulnerable people within our local communities. The Constabulary was recently nominated for the Tilly award and subsequently won the national award, creating an opportunity to present at the Goldstein award, a global event, once current restrictions allow.

- 2.4 The Chief Constable applauded the Special Constabulary for the ongoing work it has done over the previous months and acknowledged the contribution to support the Constabulary with over 6000 hours committed to policing. It was noted that the Special Constabulary continues to support the community policing approach in addition to various policing operations.
- 2.5 The Commissioner explained his pride in relation to the efforts of the Constabulary to ensure it is connected with local communities throughout Cheshire and the relationship developed between Cheshire residents and officers/staff that remains supportive, for example the Constabulary reaching out to communities for support and intelligence as well the commitment to the four E's approach, with enforcement only used as a last resort. The Commissioner applauded the efforts of the Constabulary in ensuring that all of the 122 communities continue to have a dedicated PCSO aligned to increase visibility and engagement with local residents. The Commissioner sought assurance in relation to the current establishment for PCSOs against the budgeted establishment of 200, recognising that there are 122 PCSOs aligned to communities, but whether the additional 78 and in place to provide resilience where necessary.
- 2.6 The Chief Constable reassured the Commissioner that recruitment of PCSOs remains ongoing and in addition to the recruitment campaign for police officers. The ongoing recruitment of PCSOs will not only ensure the achievement of the budgeted establishment, but also to ensure the Constabulary continues to achieve the commitment of a named faced PCSO aligned to each of the 122 communities throughout Cheshire.
- 2.7 The Commissioner explained that the Cheshire public pay for the full complement of 200 PCSOs as per the budget agreed in January. As such, the Commissioner requested an update within the HR report presented at the Scrutiny Board in August in relation to the current number of police officers, police staff and PCSOs compared to the budgeted establishments. The Commissioner recognised that there will be fluctuations throughout the year, but requested clear plans for attrition and hand-over periods. The Commissioner stated that he expected the Constabulary's recruitment plans to anticipate people leaving throughout the year and to mitigate this by ensuring sufficient recruitment programmes throughout the year to ensure the budgeted money is spent where it is required.

ACTIONS:

2020/07: The HR report presented at the Scrutiny Board in August to provide an update in relation to the current number of police officers, police staff and PCSOs compared to the budgeted establishments.

- 2.8 The Chief Constable offered some reassurance to the Commissioner in that there are currently 185 PCSOs within Cheshire, just under the establishment. The Chief Constable confirmed ongoing recruitment of PCSOs over the coming months to ensure resilience for issues such as abstraction, sickness, illness, maternity leave, etc. The Commissioner thanked the Chief Constable for the reassurance, particularly given the large number of PCSOs who have left to become a police officer during the ongoing recruitment within Cheshire. The Commissioner urged the Chief Constable to ensure such efforts are maintained to ensure the Constabulary reaches the budgeted establishment of PCSOs as soon as possible.
- 2.9 The Commissioner noted the noticeable drop in the number of surgeries and social media posts throughout the COVID period, although the Commissioner recognised that this is to be expected where surgeries can't physically be held due to various locations being closed throughout the COVID period. The Commissioner did, however, recognise that some PCSOs have continued to host surgeries online or at alternative locations, including open air areas. The Commissioner enquired whether such best practice could have been replicated throughout Cheshire.
- 2.10 The Chief Constable reassured the Commissioner and explained that it was made clear right from the outset of lockdown back in March, that there remains an expectation that PCSOs would continue to be visible in local communities. The Chief Constable explained how impressed he was with the innovative and imaginative work completed by PCSOs to continue to be visible, address road safety concerns and conducting either virtual surgeries

or appointment only surgeries at police stations, maintaining social distancing.

- 2.11 The Commissioner noted the decrease in the number of surgeries based upon the data presented within the thematic report and urged the Constabulary to replicated such best practice to ensure ongoing engagement with local residents. The Commissioner sought assurance from the Chief Constable that there is a plan in place to replicate best practice across all LPUs, including virtual surgeries, to ensure ongoing engagement with local communities, offering reassurance and receiving intelligence. The Commissioner stated that he would hope data presented at the next substantial meeting would indicate an increase in the number of PCSO surgeries completed.

ACTIONS:

2020/08: Chief Constable to confirm the number of PCSO surgeries and social media posts at the next substantial Scrutiny Board meeting.

- 2.12 The Chief Constable explained that as part of the Community Policing model, there is a communication strategy being developed which will include the use of social media in addition to PCSO surgeries. The Chief Constable confirmed the Constabulary will continue to be creative to ensure additional opportunities for all communities to access PCSOs and a dedicated community police officer.
- 2.13 The Commissioner thanked the Chief Constable and explained that he continues to follow the 122 community Twitter accounts that demonstrate numerous examples of our PCSOs going more than the extra mile to check in with local residents and to give that visible support of policing, particularly to those who are isolated at home. The social distance visits and the visibility of our PCSOs and neighbourhood officers has been absolutely exceptional. The Commissioner reiterated that the 122 Community Policing model will not only ensure the 'community bobby' is back, but we'll also retain a dedicated, local, named, faced PCSO in each of the 122 communities with a local base in the community. The Commissioner stated this is what policing should be about and that he is committed to ensure this will continue to be the case in Cheshire in the future.
- 2.14 The Commissioner wished to highlight the success of the Constabulary in winning the Tilly award for problem solving in Macclesfield LPU. The introduction of problem solving teams (consisting of sergeant, four police officers and a PCSO) as part of the budget last year has clearly had an impact within local communities but the Commissioner enquired how the local problem solving teams and the dedicated police officer and PCSO per community will work together and what we can we expect to see from that increased problem solving ability.
- 2.15 The Chief Constable explained that problem solving teams should be getting ahead of crime rather than just responding to it, but the key focus is increased visibility and engagement to ensure the Constabulary is connecting with communities. It was noted that some of our communities are far more likely to speak to PCSOs because they're there all the time, visible and known within the community and that is the expectation for police officers who will be aligned to the 122 communities. The Chief Constable reiterated the key focus is on school engagement and for PCSOs to know who the vulnerable people are and where such vulnerability exists within communities.
- 2.16 The Chief Constable stressed, however, that it's not just about visibility and engagement, but whether this can support efforts in relation to serious organised crime, gathering intelligence, knowing the criminal elements that are within that particular community and feeding such information and intelligence into the work of the LPU. A big part of this approach is getting in early, preventing it before it happens, not just crime, but criminality that engages with young people and to divert them from offending. The Chief Constable explained that they won't work in isolation and they have 122 Police Officers and 122 PCSOs to support if they have a particular issue. There is the flexibility to draw for a limited time period, additional resources within the area, within the LPU or across the force. There are numerous examples of outcomes of the Serious and Organised Crime work that has involved the support of the

community police officers, PCSOs and members of the Special Constabulary.

- 2.17 The Commissioner thanked the Chief Constable for the reassurance provided but requested additional information in relation to how the Constabulary is able to measure prevention and how the Constabulary collaborates on a local basis with local authorities, with the Fire Service, with other partners to support vulnerability and preventing offending.
- 2.18 The Chief Constable explained the work being undertaken in relation to problem solving and joint working which will be delivered and that the Chief Superintendent (Local Policing) has delivered seminars to community police officers and PCSOs with positive feedback and support. This remains an exciting opportunity for the Constabulary and for Cheshire residents.
- 2.19 The Commissioner explained that having a dedicated community police officer and PCSO per community is the envy of many police forces up and down the country. For Cheshire to have both in local communities to focus upon prevention, protecting the vulnerable, keeping residents safe in a dedicated fashion, where the public gain those relationships and know the name and face of their officer and PCSO, should be applauded. Local residents will know where the police base is located and the Commissioner urged the Constabulary to ensure over the coming months through communications that community police officers and PCSOs are back in touch with local communities. The Commissioner wished to ensure the consistency of the term 'communities' as opposed to 'neighbourhoods', particularly in relation to branding, recognition and one style of policing as we move forward.
- 2.20 The Chief of Staff thanked both Assistant Chief Constable Sims and Chief Superintendent Dutton for the excellent work over previous months to get to the position that we are now in and where we are able to launch the next important phase of the project. The impact the work is having in local communities is incredibly significant and the Chief of Staff explained he was looking forward to working closely with the Constabulary over the next few months in order to convey the true nature and importance of this work to the public. This will ensure local residents gain a full understanding which itself will help to drive down the fear of crime and crime itself.

3. THEMATIC DEEP DIVE: POLICE OFFICER RECRUITMENT IMPLEMENTATION PLAN REVIEW

- 3.1 The Chief Constable provided the report presented which explained the recruitment of police officers remains a key priority. With the precept uplift last year, the additional 43 officers increased the establishment to 2,046. The establishment will further increase due to the Police Uplift Programme with a target of an additional 90 officers by March 2021, increasing the targeted establishment to 2,136. The Chief Constable confirmed that the Constabulary had recruited 40 officers to date, with a further 50 officers to be recruited between now and March 2021.
- 3.2 The Chief Constable confirmed that there is a dedicated recruitment team within the HR Department specifically tasked with Police Constable recruitment to ensure recruitment targets are achieved. The Chief Constable discussed the additional challenges given the number of PCSOs who have applied to become a Police Constable both in Cheshire and neighbouring forces, with a large number of Special Constables also applying. The Chief Constable explained that there continues to be a high number of applications and the ongoing recruitment presents a real opportunity to increase inclusion and diversity to ensure the Constabulary represents the communities across Cheshire.
- 3.3 The Chief Constable explained that the process of IDPLD continues with 30 officers joining the Constabulary in the June intake, with a further intake scheduled in September. The new PCDA entry route introduced by the College of Policing involves a three year degree programme with recruits attending Chester University. The Chief Constable explained that this process is constrained to intakes in September and March each year to coincide with the academic year, but stressed that given the three year programme, it will be some time before the Constabulary will see the benefits of these recruits. The Chief Constable confirmed that the Constabulary continues to estimate attrition and the Constabulary will recruit additional officers throughout the year to compensate those leaving the Constabulary. As such, the Chief Constable confirmed that the

Constabulary aims to recruit 170 officers during the current financial year to ensure the targeted establishment to 2,136 officers is achieved.

- 3.4 The Deputy Chief Constable explained the challenges in relation to recruitment given the current restrictions linked to COVID-19 and the requirement to change recruitment processes. There continues to be real challenges in how the Constabulary reaches out to communities due to COVID-19, particularly as the Constabulary is unable to host recruitment days at Headquarters or offer the insight programme. For example, prior to COVID-19, the Constabulary hosted a recruitment day that was attended by 130 people interested in joining the organisation seeking information in relation to various roles and the application process. The Deputy Chief Constable explained that as a result, the Constabulary continues to utilise PCSO contacts within local communities across Cheshire to assist in targeted recruitment campaigns. In addition, the Deputy Chief Constable explained that the Constabulary has updated recruitment information on the website, both internally and externally, to highlight work in relation to positive action and to ensure this is clear. It was also reported that the Constabulary continues to link in with the national recruitment campaign and Cheshire is within the top five forces nationally for hits on the Constabulary website via the national campaign.
- 3.5 The Commissioner sought assurance in relation to ongoing recruitment and in particular, the use of the virtual assessment centres and that the quality of assessment and training remains high and was not sacrificing quality in any way given the pressures in relation to current recruitment and recruitment targets.
- 3.6 The Chief Constable explained that the search assessments currently completed online remain part of a national process that continue to be assessed by trained assessors and comply with College of Policing guidelines. The Chief Constable assured the Commissioner that the Constabulary continues to complete subsequent interviews with candidates via face-to-face that includes a structured interview and various role play scenarios. The Chief Constable advised that he is aware that some forces are not currently conducting interviews face-to-face. The Chief Constable also assured the Commissioner that the quality of candidates remains outstanding and the level of attrition during the initial training programme remains relatively low.
- 3.7 The Commissioner welcomed the assurance provided by the Chief Constable and stressed the importance of the recruitment processes. The Commissioner informed the Chief Constable that he intends to convene a special Scrutiny Board meeting in order to have a dedicated focus upon equality and diversity matters within policing, both in recruitment and in police interaction with the public. The Commissioner discussed the criticism the Constabulary received in 2016 due to the Constabulary having no black officers and being suspended from the best practice scheme of stop and search. Since then, with some focus and support, the Constabulary has been re-admitted to the best use of stop and search, there have been some efforts in relation to recruitment and the Constabulary has undertaken a journey to ensure the Constabulary is connected with our communities and is more representative of the communities it serves. The Commissioner however wanted to understand more deeply how we reach out to our harder to reach communities to establish trusting relationships which may, in the longer term, demonstrate real and natural interest in becoming police officers. The Commissioner requested relevant details of the 30 officers joining the Constabulary in the June 2020 intake to determine whether such recent efforts, as described by the deputy Chief Constable, had assisted the achievement of a more diverse workforce. This will also provide an opportunity to evaluate what has been achieved, to assess what the Constabulary currently does and to reach out and consider whether there are sufficiently meaningful plans in place to inspire fuller public confidence in the future.
- 3.8 The Chief Constable reiterated that the Constabulary continues to be proactive in reaching out to diverse communities and not just expecting members to apply as part of the recruitment process. The Chief Constable acknowledged the BAME representation across Cheshire is approximately 3% and although there has been an increase over recent years, the Chief Constable explained that it saddens him to say that the number of black officers within the Constabulary is currently five, 13 Asian officers and 22 mixed race officers. The Constabulary continues to make progress, but the Chief Constable acknowledged there remains a long way to go.

- 3.9 The Chief Constable explained that officers and staff continue to be the biggest assets of the organisation and as ambassadors, they continue to highlight the ongoing work across Cheshire and also the benefits of a career in policing. The Chief Constable stressed, however, that it remains a priority that once attracted into the organisation, the Constabulary needs to ensure that colleagues stay. To ensure the retention within the organisation, the approach must include providing a career structure, support and the knowledge that the organisation continues to be on a journey. The Chief Constable highlighted the active networks across the organisation that continue to work with the Senior Leadership Team. As an example, the Chief Constable discussed that following the collapse of Thomas Cook, the Constabulary hosted a careers fair for Thomas Cook employees with a total of 30 people subsequently joining the organisation in a variety of roles. The Chief Constable committed to hosting similar events in the future to support local communities. The Chief Constable explained that for him, success is not just hitting a target of 3% BAME representation, success is to have a workforce that is more diverse, inclusive and representative of all seven protected characteristics.
- 3.10 The Commissioner stressed the importance of a police service that is not only representative of the communities that it serves, but a police service that understands our communities, their concerns, issues and cultures. The Commissioner explained that following the efforts that have been described, it would be useful to scrutinise the intake of 30 officers for June and in particular, a breakdown of such officers to determine whether the current approach of the Constabulary has delivered the intended principles and desired results. This will then enable a discussion in relation to the approach of the Constabulary for future intakes. The Commissioner explained that without a breakdown of the June intake, the success of the current approach will be unknown and where exactly the Constabulary is on that journey.
- 3.11 The Chief Constable explained he didn't have the breakdown of the June intake to hand but this data would be available. The Chief Constable stated that although 60-70% of the current work force are police officers, there is a large number of police staff and the Constabulary has also adopted a positive approach to ensure a representative workforce.
- 3.12 The Commissioner thanked the Chief Constable for the update provided and stressed that he would like to see an action plan to ensure that Cheshire Constabulary continues towards being a service that understands, reflects and represents all of our communities.

ACTIONS:

2020/09: the Chief Constable is to report on the June intake of Police Constables that will include a breakdown of protected characteristics.

4. 2020/2021 BUDGET PRIORITIES

- 4.1 The Commissioner summarised the report presented by the Office of the Police & Crime Commissioner that detailed the six budget priorities agreed by the Commissioner and Chief Constable in January for the 2020/2021 financial year. The Commissioner explained that these were in support of delivering the Police and Crime Plan and were to be implemented from April. The Commissioner advised that as we approach the end of the first quarter of the year, he is keen to start to assess the delivery of the Constabulary on the main budget priorities for this year. The Commissioner explained that the report details the six key budget areas and his expectation that these are delivered throughout the year, particularly as funding is provided for the full 12 months of the year via public money.
- 4.2 The Commissioner discussed the first budget priority is to provide a named Police Constable for each of the 122 communities across Cheshire that will supplement the current PCSO per community and police base within each community. The Commissioner advised that he was satisfied with the progress to date, the update provided within the thematic report presented earlier in the meeting and subsequent update from the Chief Constable. The Commissioner explained that as per all six budget priorities, there will be a requirement for the Chief Constable to report on the delivery of progress at the August Scrutiny Board, with delivery flagged via a RAG rating to demonstrate progress throughout the year.

- 4.3 The Commissioner explained the second budget priority is an increased investment in the Force Control Centre (FCC) which was agreed as part of the budget following advice from the Constabulary that there was a need for greater resources in order to provide an enhanced service to the public who contact the Constabulary. The Commissioner discussed the associated issues in that an increase in investment should not only improve the timeliness of calls answered, but also the quality of service provided in terms of the recording of crime and the host of crime data integrity issues. The Commissioner stressed the importance of compliance, particularly in relation to crime data integrity to ensure the best service is provided to victims of crime and the best opportunity to access justice. The Commissioner confirmed that as part of the additional investment, CDI should remain a priority and regular audits must be completed to ensure ongoing compliance. The Commissioner reiterated the desire to provide the best possible service to the residents of Cheshire to ensure safer communities across Cheshire and that when crime is reported, it is properly recorded so it can be adequately investigated and dealt with through the criminal justice system.
- 4.4 The Commissioner highlighted the third budget priority is to improve and focus the occupational health service to serve all those within the Constabulary, including officers, staff and volunteers. The improved service will focus on physical, mental, financial and societal health and wellbeing but with a stronger focus on mental health and championing a caring and preventative approach. The Commissioner was clear that his priority was to ensure the best support for all officers and staff so that they can be their best in order to keep the public of Cheshire safe.
- 4.5 The Commissioner explained the fourth budget priority for investment in proactive operations to tackle areas such as county lines, serious organised crime and a collaborative approach beyond Cheshire Constabulary. The Commissioner explained that the defined investment in this area must ensure ongoing collaboration at all levels of policing, including partners at a local, regional and a national level.
- 4.6 The Commissioner explained the final two budget priorities that are linked to abuse. The Commissioner confirmed further support of Cheshire's integrated anti-stalking unit which was previously a collaborative trial and has subsequently been hailed as best practice nationally. There is a clear desire within Cheshire to continue to fund the unit and ensure ongoing collaboration with partner agencies to provide a service to not only manage the threat, harm and risks associated with the highest harm serial perpetrators, but also to ensure victims of stalking and harassment are safe. The Commissioner noted the potential increase on demand as some covid-19 restrictions are relaxed and the relevant partnership approach required.
- 4.7 The Commissioner confirmed the support of the Office of the Police & Crime Commissioner in developing ongoing action plans and a programme of delivery for each budget priority over the coming months to ensure the real delivery of budget priorities with appropriate scrutiny.

ACTIONS:

2020/10: Chief Constable to be report progress to Commissioner in order for the Commissioner to scrutinise on progress of the delivery of progress six budget priorities at the August Scrutiny Board.

- 4.8 The Commissioner sought assurance from the Chief Constable in relation to the related work around women's centres, domestic abuse and anti-stalking measures. The Commissioner noted an increasing number of police services nationally are recording these matters in a different way than they have been traditionally recorded. The Commissioner noted there had been an ongoing discussion leading up to the domestic abuse bill, supported by an increasing number of forces that record misogyny as a recorded hate crime, particularly where gender has been considered to be the aggravating factor in the offence committed. The Commissioner suggested that without this data being recorded, it will be very difficult to assess any changes and whether this should become a hate crime category. The Commissioner asked the Chief Constable whether misogyny is recorded as a hate crime within Cheshire and whether such recording could build an evidence base.

4.9 The Chief Constable explained this matter was discussed at National Police Chief Council about 12-18 months ago and the decision at the time was to not record as a hate crime. The Chief Constable assured the Commissioner that he will seek the current guidance from the National Police Chief's Council and current practices within forces nationally.

ACTIONS:

2020/11: The Chief Constable to provide update on the recording of misogyny as a hate crime, current guidance from the NPCC and current practices across the country.

4.10 The Commissioner explained there is a clear approach that several forces are now taking to build that evidence base and it would appear that gender can be a relevant factor in crimes being committed. The Commissioner stated that he wished for a wider study of such an approach and in consideration of whether there may be legislative changes within the domestic abuse bill. With the support of the Office of the Police & Crime Commissioner, the Commissioner explained that such an evidence base and report may then be considered at a future Scrutiny Board meeting.

4.11 The Commissioner explained that he had recently received a number of contacts from police dog handlers explaining that retired police dogs have now been denied access to the Constabulary kennels for rest bite or for a holiday. The Commissioner explained that retired police dogs have protected officers and residents of Cheshire for a number of years and suggested that we wouldn't wish to break a promise that within our police dogs lifetime, we would honour to continue to support or kennel the dog in the event that the dog handler is away, for example on holiday. The Commissioner expressed his concerns with the apparent change in policy and stressed that such a decision was not a budget cut or an agreed decision to save money, with what appeared to be limited consultation undertaken.

4.12 The Chief Constable assured the Commissioner that neither he, nor the Constabulary, had made a decision to restrict retired police dogs access to our kennels. The Chief Constable confirmed that the Commissioner had previously made him aware of the matters raised and he was in the process of gaining a full understanding to clarify exactly what has happened. The Chief Constable explained that the police dogs are part of an alliance with North Wales which has a separate governance system, clarifying that the Constabulary has not made the decision and that the MOU as part of the alliance is vague.

4.13 The Chief Constable confirmed that work is being undertaken in relation to what has led to retired police dogs being refused access to the kennels. The Chief Constable committed to providing an update to the Commissioner as soon as possible.

4.14 The Commissioner explained that he understood that the kennelling of dogs was not an alliance issue as Cheshire and North Wales have separate responsibilities and approaches in relation to kennelling of dogs. The Commissioner stated that he did not draw any assurance from the response of the Chief Constable and that the welfare of dogs, operational or retired, remains important. The Commissioner explained that officers had been assured that there were separate arrangements for Cheshire and North Wales and that there had been a commitment that all dogs that retire, even pre Alliance, would be supported in recognition of the sacrifices that have been made. The Commissioner requested a formal report in relation to the matters raised and that clarification is provided, as a matter of urgency, to all dog handlers, active and retired with retired police dogs, who may have been denied access to the kennels.

ACTIONS:

2020/12: The Chief Constable to provide a formal report in relation to the decision to deny retired police dogs access to the kennels.

4.15 The Chief Constable confirmed that he will establish exactly what has been decided and communicated with dog handlers, both current and those retired. The Chief Constable also committed to a review of all relationships involving retired police dogs, determining exactly what has happened and what decisions have been made. The Chief Constable explained

that he shared the Commissioner's concerns in relation to the welfare of all police dogs, both operational and retired. The Chief Constable stated that he will report back to the Commissioner and clarify the approach as soon as possible.

4.16 The Commissioner stated that he will continue to press on the matter until resolution, the as all police dogs deserve our respect and ongoing support. The Commissioner stated that if no decision had been made, he would hope that access to kennels would be made available to all retired police dogs immediately.

4.17 The Commissioner thanked colleagues and members of the public in attendance and closed part one of the meeting.

Duration of meeting: Part One of the meeting commenced at 11.15 and finished at 13:05.