

Chief Constables' Council Minutes

Wednesday 25th – Thursday 26th January 2017

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Author: Susan Paterson
Force/organisation: National Police Chiefs' Council (NPCC)
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Attendees

CC Sara Thornton	NPCC Chair
ACC Sarah Crew	Avon and Somerset
CC Jon Boutcher	Bedfordshire
CC Alec Wood	Cambridgeshire
DCC Janette McCormick	Cheshire
DCC Julia Wortley	Cheshire
Commissioner Ian Dyson	City of London
CC Iain Spittal	Cleveland
CC Mick Creedon	Derbyshire
CC Debbie Simpson	Dorset
DCC Jo Farrell	Durham
DCC Darren Davies	Dyfed Powys
CC Stephen Kavanagh	Essex
ACC Richard Berry	Gloucestershire
DCC Rod Hanson	Gloucestershire
CC Ian Hopkins	Greater Manchester
CC Jeff Farrar	Gwent
CC Olivia Pinkney	Hampshire
CC Charlie Hall	Hertfordshire
CC Justine Curran	Humberside
CC Alan Pughsley	Kent
CC Steve Finnigan	Lancashire
CC Simon Cole	Leicestershire
CC Neil Rhodes	Lincolnshire
CC Andy Cooke	Merseyside
ACC Andy Ward	Merseyside
AC Patricia Gallan	Metropolitan Police Service
AC Martin Hewitt	Metropolitan Police Service
AC Fiona Taylor	Metropolitan Police Service
CC Simon Bailey	Norfolk



CC Simon Edens
CC Sue Fish
CC Mark Polin
CC Dave Jones
CC George Hamilton
CC Peter Vaughan
ACC Richard Lewis
CC Stephen Watson
CC Jane Sawyers
DC Gareth Wilson
CC Nick Ephgrave
CC Francis Habgood
CC Martin Jelley
CC Anthony Bangham
CC David Thompson
CC Dee Collins
CC Paul Crowther
CC Alex Marshall
Alf Hitchcock
CC George Hamilton
Colonel David Neal
Capt. Horne
ACC Chris Shead

In attendance for specific items

Julia Mulligan
Lyn Brown
David Lamberti
David France
Mark Sedwill
Susan Acland-Hood
Catherine Lee
Jo Holness
Professor Larry Sherman
Mr. Steve White
Robert Beckley

In attendance

Supt. Tim Metcalfe
Supt. Alison Heydari
Insp. Ben Gasson
Nicole Higgins
Georgina Wade
Nicola Growcott
Richard Hampson
Sherry Traquair
Colin Ley-Smith
Oliver Cattermole

Northamptonshire
Nottinghamshire
North Wales
North Yorkshire
PSNI
South Wales
South Wales
South Yorkshire
Staffordshire
Suffolk
Surrey
Thames Valley
Warwickshire
West Mercia
West Midlands
West Yorkshire
BTP
College of Policing
MoD
PSNI
Royal Military Police
Royal Airforce Police
NPOCC

Police & Crime Commissioner
Shadow Minister
Home Office
Home Office
Home Office
HMCTS
HMCTS
Police Foundation
Cambridge University
Police Federation
Operation Resolve

NPCC Chief of Staff
Hampshire
NPCC Staff Officer
NPCC Strategic Planning and Risk Manager
NPCC Public Relations Officer
NPCC Communications Manager
NPCC Business Officer
NPCC FOI and Decision Maker
ACRO
College of Policing Chief of Staff

09:00-17:00, 25 January 2017

OPEN SESSION

1. ATTENDANCE AND APOLOGIES

- 1.1 The Chair welcomed those present to the meeting of Chief Constables' Council and thanked Steve White for hosting the meeting.

The chair commenced the meeting with welcomes to new attendees and noted new appointments.

- 1.2 The following tendered their apologies for the 25 and/or 26 January 2017 session of Council:

CC Steve Ashman, CC Michael Barton, CC Simon Byrne, CO Mike Bowron, CC Mark Collins, CC Suzette Davenport, CC Mike Griffiths, CC Jeremy Graham, CC Philip Gormley, CC Alfred Hitchcock, Commissioner Bernard Hogan-Howe, CC Andy Marsh, CC Mark Rowley, CC Shaun Sawyer.

- 1.3 The Chair reminded Chiefs that currently there are vacancies for the Co-ordination Committees and role requirements will be uploaded on ChiefsNet.

2. MINUTES

- 2.1. The Minutes of the previous meeting held on 12-13 October 2016 were agreed.

3. MATTERS ARISING

- 3.1 Chiefs noted the contents of the closed actions within the Council Action Log.

The Chair focused attention on the outstanding actions:

Action item number 3.1: CC Alex Marshall to provide a briefing paper on the restrictions that can be put in place to limit and or prevent police staff from participating in political activities.

CC Alex Marshall explained police officers by law cannot participate in political activities and the position for Police staff and PCSOs is covered by the 1989 Local Government and Housing Act where their political involvement is at the discretion of the Chief Constable.

Chiefs sought guidance to ensure a consistent approach.

The Chair supported the need for clarification and CC Iain Spittal suggested colleagues feed back requests received from staff to carry out politically restricted roles so he can identify gaps and agree a way forward.

Action: CC Iain Spittal to write to forces asking for feedback on requests to carry out politically restricted roles. CC Iain Spittal to provide a position for further discussion at the next Chiefs' Council.

Action item number 4.3: Regional Paper - Membership and Voting - CC Mick Creedon requested that a reciprocity clause was included within the MoU with the Department of Work and Pensions. CC Mick Creedon to speak with Gary Pugh to ensure the MoU includes reciprocity in the sharing of information with forces.

The Chair explained that CC Mick Creedon had been delayed and a written update would be provided.

Action: Outstanding (see above – 4.3).

Action item number 6: Chris Sims will work with the specific leads for the business area under Specialist Capabilities and undertake a round robin of members.

An update will be provided at Chairs Update.

Action item number 8: CC Simon Cole to look at how the Local Policing Coordination Committee could be re-organised to include categories such as elderly care homes, care homes for the young and Ofsted's role.

CC Simon Cole explained the challenge is these issues do not sit in a silo and needs to be linked with other activity. The detail will be presented within the business plan.

Action item number 11: The NDES, DII and CCD programmes to be placed on the agenda at a future Council meeting.

The Chair explained that Digital Policing is working across the change programmes and carrying out regional workshops. The Chair encouraged all relevant senior managers to attend these meetings.

Action item number 11: DCC Morris requested CC Habgood to work with forces to consider the minimum timeline for transitioning to ESN.

An update will be provided at a later point in the meeting.

Action item number 16: Modern slavery to be placed on the agenda for the January 2017 Council meeting and CC Sawyer to further develop the plan in Appendix C to identify key stakeholders engagement activity.

Action: This is ongoing and the plan will be presented at the April Council meeting.

Action item number 17: A National Standards for Incident Recording paper to be brought back to Council in either January or April 2017 and Thames Valley Police to be consulted on work.

This will now be brought to the April Council.

3.2 Crime Data Integrity

There was a discussion about inspection thresholds and a further discussion with HMIC will take place.

Action: CC Steve Finnegan will write to Chiefs asking about their experience of inspections.

4. STANDING ITEMS

4.1. Chair's Update

4.1.1 The Chair gave an update on the three "Leadership and Learning" sessions. Supt Tim Metcalfe is writing a paper which will be presented in April.

The joint NPCC/APPC Summit survey feedback has now been reviewed and the majority of the responses were positive. Most preferred a London venue and then Birmingham.

If attendees have not given a response then the Chair asked if they could share feedback with Insp. Ben Gasson. The Chair explained a similar format for the conference in November was planned.

4.1.2 Core Grant – Funding Formula

CC Dave Thompson provided an overview of meetings he attended at Strategic Sector Group (SSG) and Technical Reference Group (TRG). He explained that the Home Office paper on the funding formula was received well by SSG and TRG. The next meeting will look at a paper on the cost adjustment for the tax base. CC Thompson asked the Home Office to provide a summary of this document due to its technical complexity and the next step will be to apply the weighting from this formulae which will be carried out by University of Bristol. The Home Office aim to complete this stage by the end of February but this may be difficult to achieve.

4.1.3 Specialist Capabilities

The Chair provided an update on the Specialist Capabilities Programme Board. Proposed implementation costs were higher than expected and board members asked for further detail.

Further work has been carried out and a paper has been submitted to programme board for the next meeting on 1 February. Exemplifications and options for cost reduction will be included.

Colleagues expressed a desire to further discuss the proposals presented in the paper. The Chair noted these comments and explained that a further document would be shared later in the day.

Action: Chair to circulate an updated Specialist Capabilities paper for a discussion on day two of Council.

4.1.1. Delivery Plan Update - Chair

Chief Constables were asked to note the contents of this report.

The Chair briefly mentioned the following:

- The Crime Policing Fire Group (CPFG) are considering a new approach using prevention, prediction and partnership.
- There will be more OSCT work regarding serious organised crime efficiency.
- The National Security Council on serious and organised crime sat in December and DG Lynne Owens attended. There were two issues of note: the need for a cross-Government approach and joint law enforcement work.
- Last week's Police Technology Conference was positive and progress is being made.

4.2. College of Policing Update

CC Alex Marshall provided an update on the two Professional Committee Meetings that took place since the last Council meeting.

A number of points were highlighted:

The College is developing role profiles (formally the Police Professional Framework) and consultation will commence next week. The three roles within chief officer ranks will be included.

Action: The College will circulate the consultation to all forces for feedback.

There will be a roundtable event to discuss the national implications from the Henrique's Report into the Met's handling of specific child sexual abuse investigations. Following this event, the College of Policing will confirm the national position.

Action: The College of Policing will confirm the national position

The Education Qualification Framework – in partnership with chiefs, the College have been developing the higher-level apprentice scheme. They are going back to DoE for approval next week and will work with chiefs on the implementation. It should be noted the timings and implementation haven't yet been agreed but the College will be working with the regional meetings to agree next stages. Additionally, the Welsh Government has identified funds to assist with the costs of the apprentice scheme in Wales.

The College will submit a Police Transformation Fund bid to assist in developing the workforce.

Disapproved register – the number of people resigning before gross misconducts hearings has been consistent over the last two years. However, the number of people being dismissed after being reviewed by the independently chaired panel has reduced. Data is currently being gathered to ensure there is an evidence base to understand these differences in outcomes. It was requested that this data includes those who were fast tracked and this was noted. The Chair asked that the analysis led by CC Guildford be brought to the April Council.

Action: Analysis led by CC Guildford be brought back to the April Council meeting.

The National Domestic Abuse Oversight Group is being chaired by the Home Secretary and is expected to be active in 2017.

CC Alex Marshall offered forces the option of registering any trials and improvement activity they are undertaking with their professional body. In return, the College will ask for information on what evaluation criteria will be used in the trials and will highlight risks and opportunities.

4.3. Regional papers

The chair guided colleagues through the feedback from the regional papers.

4.3.1 Casualty Bureau Arrangements

Regions noted the paper. All regions except Wales preferred a regional model

4.3.2 Stop and Search and the use of Police Public Encounters Boards

The North West Region sought a wider discussion about applicability outside inner cities and impact on officers' decision-making.

The Eastern region have requested confirmation as to whether forces will adopt the two day training package or if varying approaches are being taken.

Action: DCC Adrian Hanstock to produce a paper and attend Council on the issues raised.

4.3.3 S163 Traffic Stops Update

Regions have noted the paper and South West and Wales offered qualified support.

The regions would welcome a discussion and feedback from the Northumbria pilot regarding, operational impact and benefits.

Action: DCC Adrian Hanstock to produce a paper and attend Council on the s136 Traffic Stops issues raised.

4.3.4 Media Relations Authorised Professional Practice

Most regions noted the paper. It was suggested that a one page plan/flow chart could be useful. CC Marshall confirmed that the APP does not set a requirement to name officers subject to complaint and under exceptional circumstances allows a chief officer the discretion to name an alleged offender where they can demonstrate a clear policing purpose.

4.3.5 Special Branch Review

Paper was noted

4.3.6 Review of Police Core Grant and 2017-18 Settlement

The regions would welcome further updates and coordination including a discussion of proposed transition arrangements.

4.3.7 Commercial Collaboration

Eastern region raised concerns regarding the CIPFA survey and how the findings were going to be used.

CC Thompson noted the comments and said the next step is to produce an evidenced based paper with options. CC Thompson and Lynda McMullan will be meeting with the Policing Minister to discuss the ministerial targets.

4.3.8 Online Child Abuse Referrals – Closed session

4.3.9 Police Delivery Model – DBS Enhanced Disclosure Certificates – Closed session

Links should be made with the ongoing work of the national digital programme basing access on a verification of identity process which is common to other Government systems.

Wales offered qualified support but requested more information on how the issue of multiple IT platforms would be overcome.

The Eastern Region offered qualified support on the new working model reinforcing that it must evidence improved safeguarding .

Regions requested clarity on the ongoing cost and the accountability process but overall were supportive of the paper.

4.3.9.1 Update on the Joint International Policing Hub

Noted.

4.3.9.2 National Serious and Organised Crime Performance Assessment

This paper was supported.

4.3.9.3 UK Protected Persons Service

CC Cooke has withdrawn this paper and will attend regional meetings over the next six months and bring this back to Council.

4.3.9.4 Management of Registered Sexual Offenders– Closed session

This paper was supported.

4.3.9.5 Football-related Non-Recent Child Sexual Abuse

This paper was noted.

4.3.9.6 Eastern Region Serious Organised Crime Unit UCOL Pilot

This paper was supported by all regions

4.3.9.7 Counter Terrorism Policing Update

This paper was noted

4.3.9.8 Troubled Families Programme and Pre-charge Bail (Policing & Crime Bill 2016) Progress and Commensment Update

This paper was supported

4.3.9.9 Bail update.

This paper was noted.

5. EVIDENCED BASED POLICING FOR CHIEFS - Professor. Larry Sherman

The Chair explained that she had invited Professor Larry Sherman to present some of the excellent work Cambridge University has carried out and offer his reflections on evidence based policing,

Larry Sherman delivered his presentation and the following areas were discussed:

- (i) How much agreement there is around the different academic evidence that exists?
- (ii) How evidence could be built into the funding formulae?
- (iii) It was noted that there is a ONS conference with policing representation.

Action: To circulate Professor. Larry Sherman's presentation.

6. DELIVERING VISION 2025 - Sara Thornton

The Chair provided an update on the work of the Police Reform and Transformation Board (PRTB)

The Chair explained that in November the Vision 2025 was published. Since then, work has been carried out to build a strategic framework. In December, the Board agreed the objectives listed on pages 1-2 of the document.

The Chair stated a SWOT analysis had been completed and there are workshops scheduled to validate the 'building blocks' that have been identified. The Chair urged colleagues to attend these workshops to support the process. This work will come back to PRTB.

The Chair asks colleagues to feedback on this process.

The Chair informed colleagues on the allocation process for funding from the Police Transformation Fund in 2017/18.

Action: It was agreed that an extraordinary meeting of CCC would be held in February.

**7. USE OF FORCE - CC Justine Curran
PROTECTIVE STRATEGY ABUSE OF POWER - CC Steven Watson**

CC Curran provided some background to the paper as well as providing members with an overview of the contents of the paper.

CC Curran recognised this has been a significant data collection request to forces. The majority of forces were progressing with the requests, however, she acknowledged challenges about the level of data required. CC Curran explained the rationale for collecting and publishing the data and asked if Chiefs were willing to support the direction of travel.

It was noted that some of the data requirements were problematic.

Commander Matt Twist explained the annual data requirements (ADR) were greater than expected and the ADR is a subset of the larger data set required by the Home Office to evidence the appropriate use of police powers and ensure transparency, consistency and accountability. He stated this information would assist in helping the development of tactics. However, he also explained that in the first years of collecting/recording of this data there will be problems because of technical inconsistencies and potential misinterpretation of the data.

Three options were presented:

- a) Option 1: Continue with the full data set – most forces have this capability but there is a risk data gaps will cause unfair comparisons and this will need to be managed.
- b) Option 2: Exclude data on baton use and handcuffing– this option won't meet the ADR
- c) Option 3: Provide ADR only – this will offer national consistency and all forces can achieve this but it won't provide data to assist training and development of tactics.

Following discussion the Chair concluded there was agreement to collecting the full data requirements data (as set out on page 7). Those Chiefs who felt they want to derogate should do so in writing.

Action: CC Steve Finnegan to follow up the ADR discussion on the extent that data requirements are included in the gateway process.

There was a discussion regarding spit-guards. It was noted that some forces are using the spit-guards, some are testing them and some are not using them. It was agreed that this would be reviewed at the Operations Committee and a further update on the issue provided to Council in April.

CC Steve Watson updated Council that he was progressing a national strategy to tackle abuse of position for sexual purposes ready for discussion at Council in April.

8. LABOUR'S PRIORITIES FOR POLICING

The chair welcomed Lyn Brown, Shadow Policing Minister and asked Chiefs to extend invitations to the Shadow Policing Minister to visit their forces.

The Shadow Minister thanked the Chair for the invitation and outlined her thoughts on the Home Office brief on policing, she was keen to learn more about what chief officers priorities were and explore the scope of a shared understanding about what needs to be done.

The shadow minister spoke and discussed the following:

- The security issues raised by Brexit and the benefits in participating with international policing and security services
- Police resources
- Assaults on police officers
- Domestic abuse, hate crime, cyber crime, protecting vulnerable people, FGM and terrorism
- Police force structures
- The joining up of fire and policing services.

The Chair thanked the Shadow Minister for Policing for her openness and enthusiasm and again suggested Chiefs to invite her to their forces for further discussions.

9. OPERATION RESOLVE – AC Rob Beckley

The Chair introduced Rob Beckley as the lead for Operation Resolve.

AC Beckley explained there are two Hillsborough investigations and he is responsible for the investigation on criminal culpability/emergency response on the day. The parallel investigation by IPCC is about potential cover-ups post the event. The main challenge is managing the extent of disclosures. He emphasised the importance of policing learning from incidents such as Hillsborough.

AC Beckley stated that Bishop James Jones (Chair of the Independent panel) is undertaking a review of legislation to consider the post-retirement accountability. There was a discussion about the impact of the historic cases and a shortage of detectives.

Action: ACC Chris Shead to identify the number of historical inquiries taking place and the cost to policing.

10. FIRE SERVICE COLLABORATION

CC Alec Wood gave an overview of the paper which covered five strands in relation collaboration with the fire service:

- Mobilisation and crisis management - considering how the fire service are represented at COBR;
- HQ support - CFOA will be replaced with NFCC. NFCC will move a small team across to 10 Victoria Street;
- Co-ordination Committees – work is ongoing to identify overlaps and there is a permanent member of NFCC on the Operations Co-ordination Committee;
- Procurement – work is continuing and the fire service is developing a national framework;

- Leadership and professional development – College of Policing is considering ways they can collaborate on leadership, development and training.

A paper will be brought to April CCC regarding blue light air support.

A dialogue continues with the APCC and the Home Office.

Chief Constables noted the contents of the paper.

11. CITIZENS IN POLICING (CiP)

CC Dave Jones asked Chiefs to note the progress made with the CiP strategy to date. This is in preparation for a further report at Council in April.

The first national survey of volunteers has been carried out and this has allowed a benchmarking exercise. There are 38,000 volunteers who provide 5 million hours of work equating to approximately 75 million pound return on the investment. However, the findings from the benchmarking raised questions on the lack of infrastructure.

Action: To bring a paper on Citizens in Policing to the April Council

12. NATIONAL FEDERATION UPDATE

Inspector Steve White updated chief constables regarding current Police Federation activity and emphasised the importance of officer welfare.

He has engaged with a number of charities and formed an umbrella organisation called the Police Charities UK. This will be launched on the 17 February.

The Federation is running a blue light service trial providing welfare support to officers and staff with an organisation called the Defence Medical Services.

The federation is running two campaigns currently: 'Believe in Blue' and 'Protecting the Protectors' which is calling for:

- a change in legislation covering police assaults and tougher sentences;
- more accurate data on police assaults;
- better training and access to equipment;
- wider roll out of protection measures such as Tasers and spit guards;
- improved welfare services.

Finally, Insp White stated significant interest in the 'Pension Challenge'. The Federation do not support this action. If 'Pension Challenge' is successful on the basis of age discrimination, the government will be judged to have acted unfairly and a range of protections and conditions for all officers.

13. STRATEGIC LANDSCAPE – Closed session

14. DURHAM ORGANISATIONAL CLIMATE SURVEY

The Chair asked Council to note this update from CC York and endorse the standard survey offer (see page 2). This was agreed.

A question was raised regarding a Freedom of Information request seeking staff survey results.

Action: ACC Jo Farrell and FOI officer Sherry Traquair to discuss and progress.

15. POLICE LEADERSHIP: GUIDING PRINCIPLES

CC Marshall gave an overview of the paper and stated this work has gone through a comprehensive consultation process. He explained they have received positive feedback and that it should complement the leadership review. He provided Chiefs with an opportunity to provide feedback and explained it is an approach the HMIC will use during inspections. There was a request for clarification around the wording 'action plan'. Additionally there was a request for clarification on the issue of direct entry and the assessment of leadership principles and CC Marshall will confirm this position at the next Council meeting.

16. PRESENTATION TO JOE HOLNESS: NATIONAL POLICE MEMORIAL

The Chair thanked Joe Holness for his outstanding work and presented him with a commendation award.

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The chair welcomed everyone and said that the two outstanding items would come first.

17. IMPROVING WORKFORCE REPRESENTATION - CC Gareth Wilson

CC Ian Hopkins gave an update on his current work on an action plan. CC Gareth Wilson explained that there is a far wider issue and he is working on a strategy to ensure police culture appreciates difference, supports all staff, adapts to different people's needs and is fair to all.

CC Giles York explained there is an advert for a lead for workforce representation and diversity and this will role will work across all of the portfolio groups.

There was a discussion and the following issues were discussed:

- BME progression for senior positions demonstrates a lack of improvement including across diversity in other protected characteristics; Importance of engaging with staff associations and ensuring they are supported; Improving culture to attract and retain diverse applicants; There is a priority to further improve BAME representation in policing but targets were not a useful driver; Limitations as a result of limited recruitment.

CC Wilson explained that the review of the structure and strategy will ensure that there will be representation across all the committees and structures in the NPCC.

CC Wilson stated some protected characteristics such as LGBT, Disability and Religion are not being recorded because people do not feel confident to declare their diversity status and therefore we are missing this information.

The chair confirmed that CC Wilson will lead on the broader diversity strategy to be completed in July and CC Hopkins is developing a workforce plan. The Chair asked if Chiefs agreed that a substantial bid for transformation funding should be made to progress this issue and this was supported.

18. College of Policing – Licence to Practice

CC Alex Marshall introduced this item and explained that demand in complex public protection work has increased over the last five years and is likely to increase further.

There is a need for the College to ensure people in these roles have been appropriately trained and developed and then accredited through a licence to practice in that specialism. The College of Policing do not have the authority to have an approved register but are seeking legislative change.

The College of Policing have held consultation events with forces. CC Marshall asked chiefs for their feedback on licence to practice in high risk areas.

From the discussion, there was general support and a number of points were raised:

- Licence to practice model could be applied across the whole workforce to professionalise policing;
- Potential loss of flexibility for chiefs in moving officers between roles. CC Marshall confirmed there was a clause that ensured chiefs flexibility to deal with operational demand was built into the proposal;
- Managing training abstraction;
- This is part of the wider workforce reform that aims to ensure that officers and staff are recognised and rewarded for their contribution and professional skills.

19. BREXIT

DG Lynne Owens explained that the NCA is leading on work, with the NPCC, to inform Government of law enforcement's operational requirements as the UK leaves the European Union; this includes representing law enforcement at government committees.

The NCA is setting up an implementation group that may make requests to forces for information. Lynne Owens confirmed a core script will be shared with all chiefs.

20. INVESTIGATORY POWERS IMPLEMENTATION DRIPA JUDICIAL REVIEW – Closed session

21. COURT REFORM

Susan Acland-Hood delivered her presentation on Modernising the Courts and Tribunals Service, covering the following points:

- HMCTS has embarked on an ambitious programme of reform, unmatched by any other justice system in the world;
- They will transform their services, their estate and their entire organisation;
- Over the next 6yrs with investment of £1bn the plan is to create a system that is just, proportionate and accessible;
- This will involve the introduction of modern technology, efficient processes and new ways of working which will help to make the system quicker and easier for all its users;
- The introduction of new systems such as DCS in the Crown Court and DMU in the magistrates court will do away with paper processes, reduce the administrative burden on staff and speed up the transmission of court hearing results;
- These changes are already making a positive difference, evidenced by take up of the online plea service which is live in 41 Forces.

Susan outlined the new Crime Service model and the many changes being brought about as a result of this such as:

- The introduction of the Single Justice Service Tier which will see summary non-imprisonable cases taken out of the courtroom and some cases automated entirely online;
- The Lower Tier in the Magistrates Court and Crown Tier in the Crown Court, both of which will speed up the process from charge to sentence;
- Virtual Hearings (including virtual bail hearings from the police station) and other technology like the Common Platform which will provide long-term benefits and opportunities, but also present some challenges for policing.

Good links have been established with the police on Reform but going forward there is more to do to unblock some of these challenges to create a justice system that works for all justice partners. Susan is keen to maintain a dialogue and would welcome involvement and feedback from NPCC members and representatives.

22. UNDERCOVER POLICING INQUIRY – Closed session

23. EMERGENCY SERVICES MOBILE COMMUNICATIONS PROGRAMME – Closed session

24. BUDGETS

25.1 NPCC Budget

The Chair explained that they have kept contributions at the same levels – detailed on page 2 and the contributions section in appendix 1.

This was agreed.

25.2 ACRO Budget

The Chair explained that this budget came from contributions from forces and certificate. The contribution from forces is approximately £2.8 million but there will be reserves of 1 million to reduce the cost to forces to £1.8 million.

This was agreed.

25.3 NPoCC Budget

The Chair explained that they have kept contributions at the same levels

Clarification was given on the consultancy expenditure and the level of ranking which was reduced last year.

This was agreed.

25.4 Wildlife Budget

The Chair explained that the contribution from forces was a relatively small.

This was agreed.

Action: Chris Sims and Tim Metcalfe to circulate specialist capabilities project senior manager role on Chiefs Net.

25. ANY OTHER BUSINESS

The Chair reminded Chiefs that Commissioner Bernard Hogan-Howe retirement book had been circulated.