

APCC – General Meeting – 18 July 2018

Venue: Emmanuel Centre, 9-23 Marsham Street, London, SW1P 3DW

Item No.	Title
1.0	<p>Item Title: AGM & Corporate Business</p> <p>Key Updates (speakers):</p> <ul style="list-style-type: none"> ▪ Susannah Hancock (APCC Chief Executive): She welcomed attendees to the APCC AGM, and covered housekeeping items for the day. ▪ She formally opened the AGM, and asked the current APCC Board members to stand down. She then took formal nominations from the political groups. ▪ PCC Mark Burns-Williamson and PCC Jeff Cuthbert were nominated by the Labour Group, and the nominations were seconded. ▪ PFCC Roger Hirst and PCC Julia Mulligan were nominated by the Conservative Group, and the nominations were seconded. ▪ PCC Martin Surl and PCC Arfon Jones were nominated by the Independent and Plaid Cymru Group, and the nominations were seconded. ▪ Cllr Simon Duckworth was nominated by PCC Mark Burns-Williamson, as the representative for other policing governance bodies. ▪ Susannah Hancock invited the Board to elect the Chair. PCC Martin Surl nominated Mark Burns-Williamson as Chair, and PCC Jeff Cuthbert seconded. ▪ She invited PCC Mark Burns-Williamson onto the stage to chair the AGM. ▪ PCC Mark Burns-Williamson: He thanked colleagues for electing him as Chair for the next 12 months, and noted that there was formal business to be conducted regarding the statutory accounts and the appointment of auditors. ▪ Susannah Hancock: She referred to both of these items on the agenda for the APCC AGM, and explained that the APCC Board had reviewed them at the APCC Board Meeting on 17 July 2018 and agreed to them. ▪ She invited PCCs in attendance to raise any questions or comments they had on these items. There were none. ▪ She invited PCCs to agree the statutory accounts. They were agreed by the AGM. ▪ She invited PCCs to agree the appointment of the auditors. They were agreed by the AGM. ▪ PCC Mark Burns-Williamson: He invited PCC David Lloyd to provide remarks summarising his time as APCC Chair. ▪ PCC David Lloyd: He expressed his gratitude to staff at Hertfordshire OPCC and at the APCC. He acknowledged in particular Oliver Shaw, APCC Director of Strategy and Operations, for his work as acting Chief of Staff in the previous year.

- He noted his confidence in the difference that Susannah Hancock, APCC Chief Executive, would make in her role.
- He identified his priorities during his time as the APCC Chair as leading the recruitment of the new Chief Executive, and expanding the role of the PCC in the criminal justice system. He said that, regarding the latter, it was now a question of ‘when’ not ‘if’.
- He noted the raised profile of PCCs and the increased understanding of their role in the system; he suggested that engagement with the press had shifted their attention from questioning PCCs on the need for the role, to the big issues of fire governance, domestic violence et cetera. He attributed this shift to the impact of PCCs and the efforts of the APCC.
- He acknowledged that more work needed to be done to promote to the work of PCCs even further, and embed confidence in PCCs across the criminal justice system. On the latter, he committed to continue this work as APCC Criminal Justice Lead, and he added that PCC Dame Vera Baird would take the APCC position on the National Criminal Justice Board.
- He stressed his view that the strength of PCCs is in their diversity of approaches in different forces areas, and he expressed his hope that the next year would be even more productive than the last.
- **PCC Mark Burns-Williamson:** He paid tribute to PCC David Lloyd for all his work as APCC Chair over the past year, and he noted that his role of the incoming chair of the Police Reform and Transformation Board (PRTB) meant they would be working closely together.
- He outlined the creation of two Vice Chair roles, held by PCC Martin Surl and PCC Roger Hirst, and said that this would strengthen the governance of the APCC. He also reflected on the role of APCC Portfolio Leads in enabling PCCs to have a national voice on so many issues in policing and criminal justice.
- He referenced the APCC Business Plan, and said that PCCs’ comments were welcomed. He also said that it would be discussed at the APCC Board away day, so there would be an opportunity for PCCs to influence it further.
- He said it was important to acknowledge the contribution of the APCC Secretariat, in particular Oliver Shaw and Susannah Hancock.
- He remarked that progress has been made, but said he recognised the challenges and stressed the need to strengthen PCCs’ work with partners. He noted the important role that PCC Roger Hirst and PCC Paddy Tipping would have, as the APCC Finance Leads, to help secure the best funding deal for policing.
- He referenced the changing nature of police governance, and mentioned city mayors and the increased numbers of PCCs taking on fire governance as evidence. He suggested that criminal justice, victims services and probation would continue to be a key area for PCCs and the APCC.
- He said that the fundamental purpose of PCCs was to ensure that communities are safe and feel safe, and that he will work with his colleagues to pursue this aim to the best of his ability.
- He provided a quick update on the business discussed at the APCC Board Meeting on 17 July 2018, including:
 - Police ICT Company capitalisation
 - APCC Statutory Accounts
 - APCC Business Plan 2018-2020
 - APCC Risk Register
 - APCC Media Reception

	<ul style="list-style-type: none"> ▪ Minutes of the previous APCC General Meeting were approved. ▪ The APCC Statutory Accounts were presented and approved. <p>Key points raised by PCCs (Q&A)</p> <ul style="list-style-type: none"> ▪ Members noted the useful APCC Deep Dive policy event which had taken place the previous day regarding the United Kingdom’s exit from the European Union, and its impact on policing and communities. ▪ Discussion from members about the continuing role of PCCs alongside increased devolution following the mayoral model, and the need to involve both local authorities and PCCs in any consultation around these changes.
2.0	<p>Item Title: APCC Business Plan</p> <p>Key Updates (speakers):</p> <ul style="list-style-type: none"> ▪ Susannah Hancock: Introduced the APCC Business Plan 2018-2020 as an ambitious plan for delivery over the following two years. ▪ She emphasised how much feedback from PCCs and their staff, including through her trips to see PCCs, the APCC survey, engagement with APACE and an APCC Secretariat away day, had informed the plan. ▪ She added that it was a living document, and that she would welcome ongoing feedback. She also stressed that horizon scanning was essential to identify risks and appropriate responses. ▪ She outlined the priorities as including: <ul style="list-style-type: none"> - Funding, efficiency and transformation - Developing the role of Commissioners for the benefit of the public - Communicating and engaging - Sharing knowledge, learning and good practice - National policy portfolios ▪ She noted that delivery of the business plan would depend on ensuring the APCC Secretariat has the necessary capacity, and she said the APCC would be working closely with PCCs and their staff on this. <p>Key points raised by PCCs (Q&A)</p> <ul style="list-style-type: none"> ▪ A point was raised about the need to reflect different approaches required for PCCs in Wales, with respect of devolved powers and alternative public service arrangements. ▪ The need to reflect PCCs responsibilities and role in addition to policing, such as in the criminal justice system, was stressed by a number of members. ▪ A number of members discussed the funding that would be necessary and appropriate for the APCC to deliver on the ambitions outlined above. ▪ PCC Mark Burns-Williamson: As APCC Chair, he formally thanked Susannah Hancock and the rest of the APCC Secretariat for producing the plan.
3.0	<p>Item Title: Critical Incident Management Update</p> <p>Key Updates (speakers):</p>

	<ul style="list-style-type: none"> ▪ PCC David Lloyd: Noted that discussion on this item had previously covered how funding would work for responding to critical incidents. He stressed the current focus on clarifying the process that would be followed in the event of a critical incident, and suggested that any requirements for funding could be discussed when needed. ▪ He said that the document outlined a multi-stage process, and encouraged his colleagues to support the proposal. ▪ PCC Mark Burns-Williamson: Supported the presentation and informed members that the Task and Finish Group established following the previous APCC General Meeting in May 2018 had agreed the new proposal.
	<p>Key points raised by PCCs (Q&A)</p> <ul style="list-style-type: none"> ▪ Members welcomed the process and agreed the protocol document. ▪ PCC Angus Macpherson noted his thanks to colleagues for their support following the Salisbury incident. ▪ PCC Mark Burns-Williamson: He acknowledged that there would be ongoing work needed in this area, including sharing learning from recent incidents.
Tea and Coffee	
4.0	<p>Item Title: Police ICT Company Capitalisation</p> <p>Key Updates (speakers):</p> <ul style="list-style-type: none"> ▪ PCC Katy Bourne: Introduced the item, in her role as Chair of the Police ICT Company (the Company) Board. ▪ She reminded PCCs about the discussions on this item at the previous meeting, and outlined the benefits delivered to policing (including £13 million of savings in the previous year, against an £8m target). ▪ She outlined the current work of the Company to achieve an additional £56 million of tech and ICT savings by 2021 with the National Commercial Board, and discussed how over half of forces had benefited from the mobile SIM deal that the Company had negotiated and how they would benefit further from the framework agreement that the Company were negotiating for replacement Airwave devices. ▪ She summarised the case for additional capitalisation to enable the Company to work on behalf of policing on the largest technology contracts and projects, and noted that the Home Office were looking to support from PCCs to provide assurance for the release of about £10 million of Police Transformation Funding over the next two years. ▪ She noted that the Police and Crime Commissioners’ Treasurers’ Society (PACCTS) had set up a Task and Finish Group of Chief Finance Officers to work with the Company to analyse how much needed to be raised and what the options were. ▪ She made clear that a guarantee from reserves did not constitute a loan or transfer of funds to the Company. <p>Key points raised by PCCs (Q&A):</p> <ul style="list-style-type: none"> ▪ Ian Bell, CEO of the Police ICT Company: Confirmed the Company’s status as a Company limited by guarantee and registered with Companies House and pointed out the financial safeguards offered by regular Board scrutiny of management accounts.

	<ul style="list-style-type: none"> ▪ Katy Bourne added that new proposals on governance would be considered at the Company AGM following the General Meeting, including proposals for greater involvement of CFOs and PACCTS in the Company’s work. ▪ A number of PCCs stated their support for their proposals and cited the work done by PACCTS and the advice of their Chief Finance Officers. ▪ Katy Bourne reminded the meeting that the flat rate subscription was used to cover the running costs of the Company, whereas this was a guarantee to underwrite the value of contracts – a different proposition. A new Financial Strategy was being developed by the Company in the Foundation Phase of the Transformation Plan that would look again at the issue of subscriptions. ▪ PCC Paddy Tipping, outgoing Chair of the PRTB, reminded the meeting about the importance of the Company to policing, particularly the capability to take care of the big technology contracts that were coming down the track. He noted the PRTB had recommended £10 million of Police Transformation Fund (PTF) funding for the Company over two years, but this was contingent on the Company having access to sufficient resources. It was very unlikely that this money would ever be called on. ▪ Several PCCs signalled their support for the proposals but suggested a need for more work to be done regarding the role and influence of PCCs on the Company Board. A governance paper on governance was to be discussed at the Company AGM following the General Meeting, and it was proposed that the Company and the APCC Board should look at the issue in more detail. ▪ It was agreed that the capitalisation proposals should proceed now, but that governance issues should be considered further by the Company and the APCC Board later.
5.0	<p>Item Title: Spending Review</p> <p>Key Updates (speakers):</p> <ul style="list-style-type: none"> ▪ PFCC Roger Hirst: Introduced the item, and said that the Spending Review (SR19) submission process was well underway. He outlined the working groups that had been set up to progress this work, alongside more informal engagement, and he noted the first meeting of the Senior Steering Group (SSG) had been on 17 July 2018. ▪ He stated that the focus would be on the next 4-5 year period, and discussed the need to talk about how policing could do more with more. ▪ In terms of analysis of demand and resilience, he said that the NPCC were providing resources to ensure a focus on this. Regarding effectiveness and productivity, he suggested that policing could learn from other services, such as health and defence, in communicating to HM Treasury. ▪ He stressed the focus of the submission on achieving outcomes that make a difference to the public, making the case for investment in prevention to save costs in the long term. ▪ He discussed the need to demonstrate that policing could work together as a system, delivering shared services. ▪ With reference to the SSG, he said that recruitment was due to start imminently to ensure this work would be well supported and resourced. ▪ He outlined the proposed balance between Chief Officers and PCCs on the SSG; two deputies, with each representing the APCC and the National Police Chief’s Council (NPCC). He noted that he had put himself forward as vice-chair for the APCC.

	<ul style="list-style-type: none"> ▪ He explained that underneath the SSG would be a Senior Responsible Officer (SRO) team, with Steve Hickman as SRO. He said that the team would also include a Project Management Officer, a senior police officer (for operational knowledge) and a finance lead from the service. ▪ He noted the six workstreams: <ul style="list-style-type: none"> - Objectives and narrative; - Demand and resilience; - Capability; - Efficiency and productivity; - Funding models; - Funding choices. ▪ He noted that much of the work would be completed remotely, and he discussed the formal request that would be going out to PCCs inviting them to encourage local staff and officers to apply for these positions.
	<p>Key points raised by PCCs (Q&A):</p> <ul style="list-style-type: none"> ▪ A number of related issues were raised, including the funding formula, demand on policing from other departments, police reserves, the challenges facing particular force areas, and communicating the importance of investment in prevention. ▪ PFCC Roger Hirst: Acknowledged the issues raised, and noted them. He summarised again the composition of the SSG, and encouraged PCCs to recommend people for the process.

Lunch

6.0	<p>Item Title: Michael Lockwood – Director General of the Independent Office for Police Conduct (IOPC)</p> <p>Key Updates (speakers):</p> <ul style="list-style-type: none"> ▪ PCC Vera Baird: Introduced this session, in her role as APCC Deputy Lead for Transparency and Integrity. She welcomed Michael Lockwood to the meeting and invited him to speak. ▪ Michael Lockwood: He illustrated elements from his past experience that had brought him into touch with policing and helped to inform his views, including Grenfell Tower, where he had been in charge of engagement with the local community and his work with local police in Harrow, where he had been chief executive. ▪ In terms of the IOPC, he outlined the key changes that had taken place in the governance of the organisation as result of transitioning from the IPCC. In particular, he noted that this was no longer a Commissioner based organisation, but one focused around a Director General (him) supported by an advisory board of non-Executive members and supported also by regional directors. He said that he hoped that the regional directors would prove effective at engaging locally. ▪ He reflected that he had been getting out and about a lot to meet key partners, but apologised for not yet being able to see all PCCs, although he said that he had spoken to several, as well as Chief Officers and their staff. He said he had been in listening mode to find out what is liked and what is not about how the IOPC works. ▪ He suggested that he hoped to build a different identity for the organisation compared to its predecessor, focused on a bolder role within the CJS, particularly:
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- More independent – he expressed interest in hearing views about what this meant in practice;
 - More effective investigations;
 - Better timeliness;
 - Better community engagement – he is interested in PCC views about this too, particularly key themes where improvements were needed;
 - The new complaints system and building effective relationships to make this work properly.
- On being more independent, he gave his view that in the past this had tended to mean more aloof and detached, but said he did not think this was an effective way of doing business under the new complaints system and that he believed a better understanding of local context and pressures was essential to bring a balanced view to this, and that an understanding of this was needed throughout his organisation.
 - He noted his intention to focus the IPOC on more serious and sensitive investigations. He stressed his view that the main issue was how to stop situations happening again, and said he wanted to focus on how to capture and share the necessary learning better.
 - He said was also interested in understanding what the public believe are the key issues to address to improve their confidence, and which issues give forces/chiefs real headaches.
 - He said he would like to sit down with PCCs and non-police stakeholders to learn how to add value and understand context through the lens of local priorities.
 - He also stated that he would prepare a report at the end of each year to explain how he has made a difference, and be held to account on this. He expressed an interest in attending future APCC General Meetings to enable PCCs to give their views on his performance.
 - On timeliness of investigations, he said that he appreciated this was a long standing problem, and that the process has been slow and bureaucratic. He said he was reviewing how IOPC allocated resources, legal teams and how these are managed. He suggested that this had helped to enable IOPC to close more cases than it has opened for the first time in the last quarter, but he accepted there was more to do.
 - He said that other partners can add to delays, and said he was putting in place arrangements to share information and work with partners more effectively to improve the current situation.
 - He noted, however, that quality was also important and said he wanted to improve this, in particular by using learning from police officers, and the experience of families affected by contact with IOPC. He said he was also putting in place thematic staff groups who are knowledgeable ‘experts’ on specific areas that can be called on to assist investigators with specialist issues.
 - He reflected on the backlog of legacy cases and apologised for the difficulties this had caused to individuals and organisations. He said he would do his best to sort this out as quickly as possible and prioritise cases that remain in the system.
 - On stakeholder engagement, he stated that he wanted to use the equivalent of family liaison officers within IOPC to help to better engage with families affected by IOPC investigations, as he believed this was an example of how things could be done better. He said he was working with local authorities on more general engagement with communities and his staff had also been told to take on volunteering roles in these communities, so they can better understand local context and issues.

	<ul style="list-style-type: none"> ▪ He opened up the session to questions from the floor. <p>Key points raised by PCCs (Q&A):</p> <ul style="list-style-type: none"> ▪ A number of related issues were raised, including legacy cases, the use of local authorities as the conduit to communities, the relationship between PCCs and IOPC where local community reassurance needed to be provided, and existing work on mental health and sharing learning. ▪ Michael Lockwood: Suggested that the point on using OPCCs as a conduit to engage with local communities was helpful, and he pondered how better to engage PCCs in critical events. He said he was pleased that the focus on learning was welcomed, and agreed that using existing evidence was important. He further acknowledged the structural problems in timeliness, and stressed that he would do his best. ▪ Other key issues raised included the logistical implications of investigations into Road Traffic Incidents (RTIs) involving police vehicles, the handling of complaints against PCCs, the sharing of force reports, and the relationship with PCC representing Welsh force areas. ▪ Michael Lockwood: Said he was happy to engage separately with Welsh PCCs, and said he hoped the IOPC regional director would also build a strong relationship with them and work to understand the different context. ▪ He agreed to consider the issue of closing motorways, to find a more proportionate approach. He recognised the issue of vexatious complaints and said that this would be part of IOPC work on the new complaints system. ▪ Before closing, he touched on the role of the IOPC in preparing for the new complaints system, specifically around developing statutory guidance, and said he would want to speak to PCCs more widely about this in the coming months.
7.0	<p>Item Title: Portfolio Updates</p> <ul style="list-style-type: none"> ▪ PCC Matthew Scott – Mental Health and Custody: He noted the conclusion of the initial phase of the independent Mental Health Act (MHA) Review. ▪ He referenced the publication of the interim report, and outlined that there would be seven recommendations related to policing and criminal justice, and two involving prisoners and access to treatment. ▪ With regard to Stage Two, he outlined how he had been asked to chair the Review workstream relating to policing; one of 18 workstreams in total. He described how he had been tasked to come up with recommendations for policing, and that all recommendations had to be tested by Sir Simon Wessely’s BAME user group. ▪ He outlined five recommendations; concerning the use of police cells as place of safety for adults, delays for getting MHA assessments in custody, conveyance of persons sectioned under s136, the commissioning of healthcare in custody, and equalities issues. ▪ Regarding the use of police cells, and issues around equalities; he acknowledged the challenge of identifying a replacement for the former, and noted that his working group had been looking at examples of best practice (including Hampshire and Northumbria) where commissioning has rapidly reduced use of police cells. ▪ He also cited discussions with regard to a number of the recommendations, as to whether the law needed to be changed, or whether key issues could be solved with a change in guidance and/or protocol.

- He outlined the timetable for future meetings of the working group, and publication of the final report.
- He noted the PCC-LA partnership agreement regarding Appropriate Adults. He noted that PCCs would be pressing for provision to become a statutory responsibility for local authorities.
- Regarding unlawful detentions, he noted evidence from superintendents that people were waiting longer than legally necessary, and that the Cabinet Office would review this.
- He discussed how the Policing Minister had held a mental health roundtable the previous week, in which he made the case for better data. He suggested that the same discussions were being had around the efficacy of street triage. He also noted that the Home Office have picked up the issue of missing persons, and impact on demand.
- He outlined that HMICFRS were due to publish a report on mental health and policing, and a separate commentary on mental health. He noted pertinent issues included training for officers, and lack of user involvement in the design of services.
- He discussed the NPCC-hosted conference in September in Cardiff, including the NPCC mental health strategy and explained how he had fed in stressing the role of PCCs.
- He took a question on mental health nurses triaging in control rooms, rather than street triage, and suggested that the Home Office was looking to take forward evaluation of triage schemes.
- **PCC Paddy Tipping:** Provided an update on the work of the National Commercial Board (NCB), on behalf of the NCB Chair PCC Jason Ablewhite.
- He outlined the context regarding the procurement savings achieved (over £300m) and the potential further savings associated with shared services proposals. He explained the function of the NCB, and noted its work to help identify, oversee and support the delivery of these savings which helped to demonstrate the commitment in policing to reform by enhancing efficiency and productivity.
- He said that the NCB was developing two Outline Business Cases in respect of a future commercial operating model and shared services. The options being considered looked at differing levels of regional and national coordination depending on optimisation of value, standards, commercial risk and supplier management.
- He outlined how the NCB had engaged with PCCs, Chief Officers, Chief Finance Officers, police staff and industry experts to discuss the issues.
- He added that the Outline Business Cases were due to be developed by September 2018 and presented at the respective meetings of PCCs and Chief Constables in October 2018. He said this would set the direction for the development of Full Business Cases in early 2019.
- **PCC Vera Baird – Transparency and Integrity:** Provided an update on LQC indemnity, on behalf of PCC Julia Mulligan. She noted that the wording had been partially revised in discussions with LQCs, and presented the wording to PCCs.
- She invited comments from PCCs, to be sent imminently, and said this would be progressed further when the wording has been agreed.
- Following a question from the floor regarding the responsibility of the Home Office to address this issue through a change in legislation, she discussed issues around immunity from judicial review.
- **PCC Vera Baird – Victims:** Mentioned the Victims Strategy, and she confirmed that it would be made public during the summer 2018.

- She noted the Child Sexual Exploitation (CSE) Network, introduced by PCC Marc Jones, had had a well-attended opening roundtable the previous month. She suggested that PCCs would hear more from PCC Marc Jones at the next General Meeting.
- She added that she had a role on the Advisory Board for Female Offenders. She referenced the related strategy, and outlined the positives and the negatives as she saw it; an example of the former being a shift towards focusing on community resource, rather building more women's prisons. She referenced a bid for the next Spending Review to support this strategy.
- **PCC David Lloyd – CJS Efficiency and Effectiveness:** Underlined the Government's recognition of the need for PCCs to have a leading role, but noted that change would be progressed through pilots. He urged colleagues to feed in expressions of interest, and information, to Mark Darby, APCC Secretariat, to progress this.
- He discussed the need to think through a balance between independence and accountability when it comes to prison and probation.
- Regarding the National Criminal Justice Board (NCJB), he discussed the prospect of more PCC representation, and noted that PCC Arfon Jones would be invited to discuss issues specifically related to Wales.
- Following questions from the floor regarding progress in devolution of responsibilities to PCCs, he noted Ministerial support and suggested there was a need to identify the existing problems in the system.
- **PCC Tim Passmore - Rural Crime:** Provided an update on behalf of PCC Julia Mulligan.
- He noted that the NPCC had brought out two strategies, relating to wildlife crime and to rural affairs. He suggested that support from PCCs was being sought, and suggested that PCCs who would like to feed into this work should contact the APCC.
- He also discussed the importance of borders for rural communities post-Brexit, and issues around criminal activity.
- **PCC Alun Michael - Citizens in Policing:** Referred members to the written update, and he noted that a new joint proposal to fund this work would be put forward, with volunteers as a policing function. He said that, using a lead force model, a paper for consideration would be produced to be presented in December 2018.
- He took a question regarding the graduate role change with special constables, and suggested he would return with an answer for members.
- **PCC Kathryn Holloway:** Presented on International Policing and Strategic Policing. She talked about funding for DFID being used in relation to British policing in fragile states.
- She further noted opportunities for revenue generation for policing by providing training, and noted statutory rules around the distribution of this funding.
- She updated members on her place on the International Policing Committee, and noted that the next meeting would be held in September 2018. She encouraged members to share with her issues in your area impacting from abroad.
- **PCC Katy Bourne – Police Technology and Digital:** Referred to the Information Management and Operational Requirements Co-ordination Committee (IMORCC) exemplar plan, and stretch capabilities, which she said had been discussed in detail at the Police Reform Summit in June 2018, and noted the scope of the programme.
- She welcomed PCVC Ron Hogg as the Portfolio's Deputy Lead, and thanked PCC Jeff Cuthbert for his support as outgoing Deputy Lead.

8.0	Item Title: AOB / Close <ul style="list-style-type: none"><li data-bbox="284 224 526 257">▪ Meeting closed.
Meeting Close	