

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

The Association of Police and Crime Commissioners, General Meeting, 15 March 2017	
Item No.	Title
1.0	<p><b>Welcome, Opening remarks &amp; Minutes</b></p> <p>Minutes Approved: <u>Yes</u> / No</p>
2.0	<p><b>Chairs' Updates</b></p> <p><u>APCC - Dame Vera Baird QC (PCC for Northumbria) (delayed until after Tea/Coffee – minutes here)</u></p> <ul style="list-style-type: none"> <li>▪ PCC Dame Vera Baird QC stated that she would be writing to members presently to get feedback from them on the best format for future engagement between PCCs, APCC and HM Inspectorate of Constabulary.</li> <li>▪ She raised the College of Policing announcement of Policing Education Qualifications Framework and discussed the implications. She noted that additional information about costing, diversity and other risks, will be sought in advance of agreement in December.</li> <li>▪ She also noted that PCC Katy Bourne, Sussex, is leaving the College of Policing Governance Board and that PCC Stephen Mold, Northamptonshire, is her replacement.</li> <li>▪ She said that the APCC Board had received a letter from the NPCC Forensics lead concerning a redundant account, and the use of money recovered. She outlined that investigations into this case were being carried out, and that the NPCC Forensics lead had written to Chief Constables on this matter.</li> <li>▪ She noted that she had been invited by Rt Hon Elizabeth Truss MP, Secretary of State for Justice, alongside the Victims' Commissioner and various organisations, to a roundtable to discuss issues around rape and serious sexual offences. APCC agreed to take forward the running of this sector group. She remarked that it was positive that these groups have confidence in the APCC.</li> <li>▪ On the subject of Section 28, she said the APCC had continued to work closely with the Ministry of Justice (MOJ) and HM Courts and Tribunal Service (HMCTS). She noted that she had attended a meeting with the senior judiciary (Senior Presiding Judge, Dep Senior Presiding Judge and the President of the Queen's Bench Division) on 13 March and discussed the roll out of Section 28. The judiciary was strongly supportive of Section 28, and they discussed issues relating to the speed of implementation and the need for appropriate training across all relevant agencies. She said that she and the APCC more broadly would continue to work closely with the judiciary, MOJ and HMCTS and would ensure PCCs remained engaged and sighted on the issues around the roll out of Section 28.</li> <li>▪ She stated that the portfolio arrangements were working well, and that Portfolio Leads were in a position to engage with the media as appropriate.</li> </ul>

- She mentioned the International Policing Conference to which she had been invited, the APCC General Meeting due to be held in Birmingham and the joint PCC/CC event on 18 July in London.

Police Technology and Digital – Katy Bourne (PCC for Sussex)

- PCC Katy Bourne updated attendees on the ‘Deep Dive’ session from the day before, which concerned the policing digital and ICT landscape. She noted the successful attendance from PCCs and staff, and from programme leads and directors of major police technology programmes.
- She reported that the Emergency Services Mobile Communications Programme (ESMCP) had a number of associated concerns, regarding the coverage of the new Emergency Services Network (ESN), costs and timescales.
- A number of similar concerns were discussed regarding the other programmes, and the sharing of efficiency savings.
- She noted that PCC representation on the Police ICT Company’s Board has recently doubled to six members; PCC Katy Bourne (Sussex), PCC Martin Surl (Gloucestershire), PCC Paddy Tipping (Nottinghamshire), PCC Ron Hogg (Durham), PCC Stephen Mold (Northamptonshire), and PCC Dafydd Llywelyn (Dyfed Powys).
- She said a major research project involving PwC looking at Police IT spend will be considered by the Police ICT Company Board in April and is likely to identify significant opportunities for savings and efficiencies.

Police Reform and Transformation Board (PRTB) - Julia Mulligan (PCC for North Yorkshire)

- PCC Julia Mulligan noted that the PRTB is continuing to seek clarity from the Home Office on the quantum of the Fund in future years. It has a working assumption of £300m in 2018-19 and up to £700m in 2019-20. She said that the importance of clarity had been stressed so that longer term planning can be based on reasonable assumptions.
- She said the PRTB is completing its work with Accenture, noting that the work to validate the ‘building blocks’/investment opportunities had been completed with a resulting 20 identified as potential areas on which the PRTB might consider commissioning. She also noted that Accenture had been asked to develop high level commissioning briefs.
- She noted that she had spoken at a specially arranged meeting of the National Police Chiefs’ Council, held on 23 February 2017, at which the Accenture work formed a significant part of the agenda. Chief Constables gave broad support to the direction being set and the nature of the building blocks which had been identified for further exploration. She reported that the holding of a Deep Dive session on police reform was proposed. (*Subsequent to the meeting a Deep Dive was been arranged for 16 May 2017*).
- She outlined the work done by the PRTB to consider:
  - investment principles that could apply when making recommendations for the use of the Fund.
  - a target fund profile to reach a view on the balance of initiatives commissioned centrally through the PRTB and those initiated at Force level; the balance between types of potential investment – foundational, enhancement or innovative; the range of investments from small through to large
- She updated PCCs on how the process was running to allocate monies from the Fund in 2017-18, noting that the PRTB had worked to make the process more open and transparent, and is seeking feedback through the proposal process.

	<ul style="list-style-type: none"> <li>▪ She discussed the letter sent from the Home Secretary to all Chief Constables and PCCs on 7 February 2017. She said the letter reaffirmed the criteria used when making awards, and that it identified specific areas for which proposals with indicative costings would be welcomed. These areas were serious organised crime (SOC) and emergency services.</li> <li>▪ She highlighted that the joint closed session between Chief Constables and PCCs scheduled for 18 July 2017 would be focused on a range of police reform and other issues.</li> <li>▪ She noted her meeting with Rt. Hon Brandon Lewis MP, Minister for Policing and Fire Service, on 16 February 2017. She said the Minister had been provided with a briefing note on the work of the PRTB, and she took the opportunity to raise a number of issues with him. She reported that the importance of the PTF was recognised by the Minister.</li> </ul>
3.0	<p><b>Launch of the National Surveillance Camera Strategy</b></p> <p>Mr Tony Porter, Surveillance Camera Commissioner presented on the new National Surveillance Camera Strategy.</p> <p>Key Updates:</p> <ul style="list-style-type: none"> <li>▪ What is public space surveillance? CCTV, Body Warn Cameras (BWCs), ANPR, facial recognition, drones etc. this is increasingly significant as technology is moving forward rapidly and forces need to get a balance between security and civil liberties – in order to mitigate the risk of significant criticism.</li> <li>▪ This is all to do with balancing overt and covert surveillance – Mr Porter’s position is he embraces what the technology delivers but will criticise when it is used improperly.</li> <li>▪ Mr Porter referenced the 12 guiding principles that need to be met which would help to ensure compliance with the Data Protection Act 1998 and the Protection of Freedoms Act 2011. Noted that PCCs, police and LAs have a statutory duty to demonstrate regard to the code (PFA) – PCCs will do this through engagement with the chief/force.</li> <li>▪ A significant challenge as there is prolific CCTV in England and Wales, especially in our town centres – 2 or 3 years ago a survey revealed that there are over 6 million cameras out there in public space – there will be even more now.</li> <li>▪ He referenced a survey stating 84% of the public like surveillance, as it reassures – Paris, Nice, Berlin etc. There is still the question as to whether there is informed public understanding.</li> <li>▪ Mr Porter has an Advisory Council – Tony Lloyd, Jim Battle and Mark Bates (NPCC Lead) sit on this.</li> <li>▪ Over the last three years, the Standards Group have: <ul style="list-style-type: none"> <li>○ Produced a Self-Assessment Tool (to demonstrate code compliance)</li> <li>○ Developed a 3rd Party Certification Scheme (so larger organisations can demonstrate compliance)</li> <li>○ Issued a National Surveillance Strategy (Mark Bates to coordinate everything – drones, ANPR etc. to support code compliance)</li> </ul> </li> <li>▪ ANPR given as example of challenges - there was no framework and a lack of transparency and governance - now there is an IAG on this providing greater transparency. Suggested PCCs might want to ask chiefs about how this area is structured.</li> </ul>

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|  | <ul style="list-style-type: none"><li>▪ There are a number of examples of collaboration across the country (in following the code) which have reduced costs and increased effectiveness.</li></ul> |
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**Some PCCs will fund a range of cameras, and PCCs will need to ensure that a Privacy Impact Assessment is carried out; challenge the chief, challenge the evidence and the value of surveillance. Suggestion to consult with communities before new systems are put in place.**

3.0	<ul style="list-style-type: none"> <li>▪</li> </ul>
	<p>Key points raised by PCCs (Q&amp;A):</p> <ul style="list-style-type: none"> <li>▪ Responding to a question about responses when things go wrong, Mr Porter said they publish compliance and non-compliance in an annual report to parliament. When LAs and police are failing, they work with them - working to a plan of action. He said they also work to make non-compliant authorities compliant. In extreme cases there will be public comment from Mr Porter.</li> <li>▪ Responding to a question on data disposal, Mr Porter agreed that it was a complex area; 900 different file formats require effective disposal plus complexity related to cloud and cyber issues. There is a data retention period and if you go beyond this you risk a fine from the Information Commissioner (IC).</li> <li>▪ They are working with academics on EDHR issues impacting the young.</li> <li>▪ Responding to a question on mobile phones; these are not covered by the code but there is growing concern – they are talking to the IC about this.</li> <li>▪ On the question of ethics, Mr Porter stated that PCCs should be looking to demonstrating that they have done as well as they can.</li> <li>▪ A PCC raised the issue of the lack of guidance on drones. Mr Porter is working with UKAS bodies on this to provide best advice. Suggestion also made to look at their website and do a self-assessment at near zero cost.</li> <li>▪ There was a point made that because of the risks of stalking, harassment and voyeurism the public need to understand the rules around drones so they cannot plead ignorance. Private suppliers also need to play their part e.g. a buyer’s guide on operational requirements. Mr Porter says this is happening but further legislation is some way off.</li> <li>▪ Responding to a question on ANPR and BWC, Mr Porter stated that he doesn’t know whether bringing ANPR into legal authority is under active consideration. He stated that each force has to pay for certification of BWC.</li> <li>▪ On policing football at stadiums Mr Porter stated that there needs to be compliance with the code and transparency.</li> </ul>
	<p><b>Tea / Coffee</b></p>
4.0	<p><b>Portfolio/Standing Group feedback</b></p> <p>Lightning Talk updates on Portfolios and Standing Group Meetings were given on the following:</p> <p><u>Item 4.5 Performance Update</u> - PCC Keith Hunter (Humberside) provided an update as the Deputy Portfolio Lead (the Portfolio Lead was not present at the meeting)</p>

	<ul style="list-style-type: none"> <li>▪ In addition to the priorities set out in the paper for this item, he wanted to flag some dialogue with HMIC where they have agreed they need to improve their local focus – but Portfolio Lead and Deputy are keen to hear views from PCCs about any performance or HMIC related issues and any suggestions which PCCs have in this area – please send to Cat McIntyre.</li> <li>▪ There are also some issues about the Development of Chief Constables and how their performance can be differentiated from that of the force. The Portfolio will consider this, but to flag for the time being that care may be needed with Chiefs PDRs as this was not always straightforward.</li> </ul> <p><u>Item 4.6 Standards Update</u> - PCC Martyn Underhill (Dorset) provided an update as the Deputy Portfolio Lead (the Portfolio Lead was not present at the meeting)</p> <ul style="list-style-type: none"> <li>▪ He outlined the remit of the portfolio, and noted that in particular the paperwork generated by the College was huge and involved effective joint working with other portfolio areas, and set out in the covering paper around the portfolio priorities</li> <li>▪ The Lead/Deputy committed to giving regular written updates to PCCs from the College Professional Committee and would welcome the views of other PCCs on the College and other standards issues.</li> </ul> <p><u>Mental Health &amp; Custody Update</u> - PCC Martyn Underhill (Dorset) provided an update in his role as Portfolio Lead.</p> <ul style="list-style-type: none"> <li>▪ He noted the appointment of a new NPCC Portfolio Lead, and an emerging set of shared priorities in this space with the NPCC. These included a need to address the current state of Crisis Care Concordat, lack of ambulances to take people to hospital, failure to find mental health beds and scrutiny of the use of force on vulnerable people.</li> <li>▪ Martyn Underhill noted that the Deputy Portfolio Lead, PCC Matthew Scott (Kent) will be leading on issues related to the mental health of police officers and staff.</li> <li>▪ Martyn Underhill expressed an ambition to take these priorities to Ministers in due course.</li> </ul> <p><u>Alcohol &amp; Substance Misuse Update</u> – PCC Hardyal Dhindsa (Derbyshire) provided an update in his role as Portfolio Lead.</p> <ul style="list-style-type: none"> <li>▪ He outlined the key portfolio priorities, including good practice and sharing of what works in respect to the night time economy, demand management and diversion of drinkers from A&amp;E departments, and ways of reducing street drinking.</li> <li>▪ Hardyal Dhindsa indicated an intention to consult broadly with PCCs in due course.</li> </ul> <p><u>Emergency Services Collaboration Update</u> – PCC Philip Seccombe (Warwickshire) provided an update in his role as Portfolio Lead, with a written update due to be circulated after the event.</p> <ul style="list-style-type: none"> <li>▪ He noted the passing of the Policing and Crime Act 2017, and the new provisions not only related to the governance of fire and rescue services, but also the new duty to collaborate.</li> <li>▪ He noted that the Emergency Services Collaboration Working Group had held its first meeting for 2017 with positive engagement from many partners across the emergency services sector.</li> </ul>
5.0	<p><b>APCC Corporate Update &amp; Business Plan</b></p> <p>Key Updates:</p> <ul style="list-style-type: none"> <li>▪ The Chair invited Nazir Afzal, APCC Chief Exec, to speak to the item, who referred members to the paper at item 5, which set out the proposed business plan for the next financial year. He</li> </ul>

	<p>noted that a more detailed delivery plan sits under with, which had not been included, but was available to members if they wished to see it.</p> <ul style="list-style-type: none"> <li>▪ He noted that a number of PRT funded or replacement posts had been filled since the last General Meeting; namely Toby Reeves, James Hughes, Ryan Workman and Arywn Finnie. He reminded members that all the advisors work for them and would help PCCs to exercise greater influence at national level.</li> <li>▪ He noted that discussions with the Home Office about potentially extending the PCC statutory remit had stalled on the lack of space available in the Parliamentary timetable, but this was a theme the Home Office may return to in future years, so further views from members on possible new legislative powers for PCCs (linked to the proposed PCC vision or 'Forward View') would be welcome. In the meantime, opportunities for PCCs to have a wider impact are increasing and this is being recognised by other Government Departments.</li> <li>▪ The new membership manager is looking at the developmental needs of Deputies and is organising a working group for them in mid-July, and we are also developing plans to collect and share good practice, as well as improving our website and internal communications. We are also thinking about holding wider OPCC development days.</li> <li>▪ Nazir Afzal concluded by thanking PCCs for welcoming him over the past 10 months and helping the Secretariat to begin to turn around the 'just in time' approach. Separately, he thanked Tony Lloyd, before he stands down as the interim Mayor of Manchester, for supporting him both as APCC Chief Executive and previously in his role and Chief Crown Prosecutor for the North West.</li> </ul>		
	<p>Key Points raised by PCCs (Q&amp;A)</p> <ul style="list-style-type: none"> <li>▪ Welcomed the clarity of the business plan document, but noted that it needed to reflect some of the differences in Wales.</li> <li>▪ There were some questions regarding how ideas about new legislative roles for PCCs could be fed in and collated, and PCCs also flagged a number of areas that should be considered in this context, such as Youth Justice, and noted that the Government were unlikely to take further action on this until the autumn.</li> <li>▪ In responding, Tony Lloyd PCC thanked everyone for their good wishes and noted that the PCC was now much better established in the public mind. He noted that APCC is fundamental to helping pull the levels which enable PCCs to gain public confidence.</li> </ul>		
	<p><b>Approved / Agreed Actions</b></p>	<p><b>Responsible Person</b></p>	<p><b>Due Date</b></p>
	<p>(f) APCC Business Plan was agreed</p>	<p>Oliver Shaw</p>	<p>N/A</p>
	<p><b>Lunch</b></p>		
<p>6.0</p>	<p><b>The Leadership Review</b></p> <p>Chaired by PCC Dafydd Llywelyn (Dyfed Powys), APCC Leadership Portfolio Lead. Presented by Giselle Lockett, College of Policing Faculty Lead for Professional Development and Integrity. An</p>		

interactive workshop followed, with PCCs considering progress against selected key Leadership Review recommendations.

Key Updates:

- Dafydd Llywelyn noted mention of leadership activity from PCCs, and suggested this session would be an opportunity to discuss themes and share ideas. Welcomed Giselle Lockett.
- Giselle Lockhart introduced the Leadership Review, with produced ten recommendations: workshop sessions to focus on R1, R4 and R6.
- R1 concerned existing police leader driving the agenda by demonstrating commitment to personal development and supporting the review implementation.
- Ms Lockett discussed findings of the Chief Office Appointments Survey, intended to find out what can be done to encourage greater number of candidates for appointments. Suggested actions included development of a hub (similar to an executive search function), work on CO profiles, tackling perceived unfairness in selection and issues related to relocation.
- Ms Lockett raised the competency values framework, noting that values-based recruitment helps with under-represented groups.
- In relation to R4, Ms Lockett suggested we are moving away from 30 year careers and noted the challenges of churn and low turnover. She spoke of the value of secondments, if provided in the right culture.
- Ms Lockett noted the controversial nature of direct entry, but spoke in its defence in relation to particular routes e.g. the investigative route.
- In relation to R6, Ms Lockett spoke of the need to provide leadership development to the lower ranks, and to ensure that good practice throughout a career is properly accredited.
- She noted the need for leadership development to be a continuum, and raised the question 'what is different about police leadership?'

A number of questions were raised by PCCs, as outlined below. This was then followed by the interactive workshop; notes from the workshop are not included in the minutes.

Key points raised by PCCs (Q&A)

- The College of Policing venue in Harrogate was noted, and it was suggested they should actively engage with PCCs over CC leadership. PCC said that the College needs to sit down with PCCs to discuss what they want from CCs, who they appoint.
- Dafydd Llywelyn noted that he will sit on Leadership Review Oversight Group. He recognised concerns from the floor about PCCs being perceived as an afterthought.
- PCCs were not supportive of a hub concept for chiefs appointments, and suggested looking at best practice from PCCs who increased take up (example given of PCCs who went out to market and got better numbers of applications for CO position)
- PCCs suggested that the review was inward looking, that nine ranks was too many, and noted the resistance in policing to direct entry.
- PCCs suggested that the discussion was too police-orientated, noting that there has been direct entry through police staff and suggesting that integration between officers and staff would solve a lot of problems; criticised a culture of separation.

	<ul style="list-style-type: none"><li>▪ PCCs suggested that the College is detached from PCCs, and that the nature of policing is changing. Partnership working, collegiate leadership and the importance of the local context were key. The chief has to combine response requirements with all of these aspects of modern policing.</li></ul>
8.0	<b>AOB and close</b>
Meeting Close	