



APCC General Meeting Minutes: Thursday October 15th 2020:

Item 1: Welcome and update from the Chair:

- Paddy Tipping welcomed colleagues to the meeting and outlined the agenda for the meeting noting that Stephen Greenhalgh, Minister of State for Building Safety and Communities, has had to send his apologies but will be coming to a future meeting. Regarding the PCC Review, the Review Advisory Group on which the APCC is represented has now met twice and it is anticipated that the Home Office will make a statement on review findings in early November.

Item 2: The NPCC Review: Martin Hewitt – NPCC Chair:

- Martin Hewitt updated PCCs on the review of the NPCC. Upon becoming NPCC Chair, Martin said he had recognised the need to review the NPCC 4 years after it had been set up and given the growth in its responsibilities. There was a need to ensure the NPCC had the right capacity and capabilities to do its job properly and ensure effective coordination across policing. The review had 3 key objectives:
 - **To create a strategic centre/hub** to support coordination of core enabling capabilities. Operation Uplift had highlighted the absence of information and understanding of what was happening at a national level. There was also a need to bring the Coordinating Committees work together to ensure a coherent approach and to work more effectively with key organisations such as the APCC, the College of Policing and the Home Office.
 - **To support Chief Officers** who are leading on national portfolios as the current support was very ad hoc and a formal system and central capacity to support them was important.
 - **To improve the decision making process** which has begun to be built up through a regional approach with monthly meetings with Chief Constables and taking to Chiefs' Council only items that are necessary.
- Martin outlined that an NPCC Review Advisory Board, which included PCCs Alun Michael and Julia Mulligan, was meeting every 4 to 6 weeks to discuss NPCC Review proposals and progress. By December there should be a full picture of how it could come together which will be discussed at Chiefs' Council in January. Key areas being worked on were:
 - Joint working:** How can we enhance the way we work together and in which areas is it sensible to have a single capability/one set of data/common understanding to support all parties and avoid duplication?
 - Funding:** Given the range of stakeholders, what might collective/joint funding look like?
 - Stakeholder oversight:** It would be important to bring partners together to look on a quarterly basis at how the NPCC were doing against their plan. Governance structures were being considered and Martin saw this existing alongside the NPCC Audit and Assurance Board which would provide assurance and scrutiny of the NPCC finances and processes.
- Martin went on to mention a series of other key issues that would be of interest to PCCs:
 - **Inclusion and the race equality plan of action:** The NPCC had organised meetings with Chief Constables, BAME staff and external representatives in the summer to review the challenges and what might be done on these issues. Work was in motion and the NPCC would be seeking funding to take this work forward. The crime and justice organisation, Crest Advisory, had looked at what governance might be needed in this area and they planned to set up an independent oversight and scrutiny board to hold policing to account on this issue. The NPCC were working closely with the APCC and Government to tie the various strands of this work together in order to help maximise its impact.
 - **Spending Review:** Martin commented on the excellent recent APCC/NPCC joint working which has brought together the sector perspective and highlighted key issues in relation to the Spending Review. He did not anticipate a meaningful multi-year settlement given all the uncertainty such as with Covid-19 and Brexit, and was concerned about the risk that a tight settlement and pressure on staff costs might result in the need to reduce police staff and undermine the benefits of the Uplift programme. He was also disappointed not to have yet seen a plan for responding to the SOC review. The Government were 'leaning in', with policing issues at the top of their agenda, there was constant engagement, and it was important to retain independence and hold the line.
 - **Governance:** Martin noted all the new governance structures - the National Policing Board, the Strategic Change and Investment Board and the Crime and Policing Performance Board - were still establishing themselves and working out their roles, but represented an opportunity if we could get them working in the right way. We needed to stay collectively engaged and ensure the right issues were on their agendas.



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- **Wellbeing:** It was a difficult time with Covid etc but Andy Rhodes, the NPCC lead, had done some great work in this area including on the National Wellbeing Service and the Officer and Staff safety review.
- **Covid-19:** Policing Covid-19 had dominated much of the agenda since the spring with weekly HS meetings initially which were now every two weeks. The NPCC, NPoCC, the College of Policing and HMICFRS staff had all helped coordinate this work. PPE had been a massive issue at the start, but he was proud of the system set up; he was also grateful for the significant amounts of money committed by some PCCs. In terms of policing, the NPCC had taken a clear position on what the policing style and the relationship with the public should be – sticking with the 4 Es – and to try and emerge with even better relationships with the public. Some in Government wanted more stringent enforcement but policing was focussing on the most flagrant abuses. The relationship with the Home Office had been excellent but sometimes tense with other Departments, notably when final versions of regulations were shared only 45 minutes before becoming law, giving policing little, if any time, to ensure they were legally compliant and to brief officers. There were also challenges with the devolved administrations taking different paths and policing trying to operate as one service.
- **The CJS:** Martin felt that this was his single biggest concern. While there was progress with Magistrates Courts this was not the case with Crown Courts, with court dates now being set for 2022. There were increasing attempts by the CJS to push responsibility and costs to the police which was unacceptable. Forces were saying that they would not continue with video remand hearings as the costs involved were significant. The CJS were talking about recovery when they should be talking about reform and taking the opportunity to make the system more effective for victims, witnesses, and the service.
- **Forum for collective APCC/NPCC discussion:** Martin thought that the PRTB had been a useful forum for PCCs and Chiefs to come together and have strategic discussions of key issues. He hoped it might be possible to set up something that could fill that vacuum, which also included the College of Policing.

Key points raised by PCCs:

- On the NPCC Operating Model PCCs made the following points:
 - Q. How would a shift of significant additional resource to the centre help with the way policing was carried out in local communities and deliver the shared vision. More central funding meant less available for forces. Martin said that the numbers in the centre would be small with most resource based in forces and supporting those Chief Officers leading on different areas. There would be benefits for the public but he would ensure these are better articulated in the model.
 - Q. PCCs already supported the NPCC and its work by freely making available Chief Officer resource in their forces to support national work. If more resource was needed, they just had to ask. Centralising with a different structure risked making it more difficult to justify locally to the public. Martin recognised that some forces had been very supportive in setting aside time to support national activity but that was not the case everywhere. If they were supporting national activity it made sense that it was paid for nationally rather than the cost being borne by just some forces.
 - Q. The current governance of the NPCC was not effective. Who would decide on what the new governance should be? Was there a risk that if funding came from the Government it would be them that sought to direct what was done? Martin noted the need for Chiefs' Council to be content with what governance was agreed but recognised that there needed to be effective oversight by key stakeholders.
- On the Spending Review PCCs made the following points:
 - There was concern that the settlement might risk leading to a de-civilianising of policing. Would the NPCC develop a policy for Chiefs on this to prevent this happening? Martin recognised the risk which was why they were pressing in the SR to avoid pressure on the budget that might risk that happening.
- On police challenges PCCs made the following points:
 - The public wanted more effective management of protests such as that involving Extinction Rebellion. Martin said that they were carrying out, with the help of HMICFRS, a quick time review of policing of protests; there was a tricky balance to achieve. The potential need for additional legislation was also being looked at.
 - Concern was expressed at how costs were distributed between forces. Given that PCCs were given funding based on core grant, that should also be the basis for how the costs were shared rather than on the basis of net revenue. The NPCC should clearly recognise that. Martin recognised that the funding formula was broken and needed to be reviewed, however, there was resistance to acting on this by Home Office officials. The Home Secretary had agreed but since then Covid-19 and the SR had pushed back any consideration.



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He recognised the challenges in finding a solution to sharing costs that was equitable and getting an outcome that was satisfactory for all parties concerned. What was needed was for the funding formula to be reviewed properly.

Approved/Agreed Actions:

- PCCs were asked to email any further questions and comments on the NPCC Review to Susannah Hancock who will then collate them and send them on to Martin Hewitt for a response.
- Martin Hewitt was asked to consider if the NPCC response to the PCC Review can be shared.

Item 3: National Policing Governance: Panel Discussion:

- Paddy Tipping introduced Tricia Hayes (TH), Director General at the Home Office, who updated PCCs on progress made with the national policing governance landscape over the last year, following which a wider panel discussion was held with APCC Leads and PCCs.
- TH noted that the government has put policing and crime at the front and centre of its offer to citizens. The government also wants to enhance transparency so the public can better understand how policing and the wider CJ system are delivering for them. The National Policing Board (NPB) and the sub boards of the Strategic Change and Investment Board (SCIB) and the Crime and Policing Performance Board (CPPB) have therefore been developed with this in mind, and with a further intention to facilitate the relationships between key players in the system to enable smoother, more efficient collaborative working. These boards also allowed reflection on the challenges being faced by policing such as currently around Covid-19. TH sought feedback on how PCCs felt the new landscape was working so far.
- Katy Bourne (KB), who had sat on the NPB as the former Chair of the APCC, and also sat on the SCIB, gave her thoughts. KB felt that the SCIB had huge potential as members can discuss issues and challenges and bring them to the fore to allow PCCs, Chiefs and Ministers to seek solutions. She also noted there is a limit to what the SCIB can achieve in 2 hours on a quarterly basis and therefore it is critical there is further sub governance beneath the SCIB to enable effective oversight, for example in delivering the National Digital Data and Technology Strategy. A board to drive this is being developed called the Digital Data and Technology sub board which will sit under the SCIB.
- Marc Jones (MJ) sits on the CPPB as the APCC Lead for Performance. He noted the board had proven productive and the timing was good with regards to the outcomes framework that is being set up around policing performance. As the APCC Joint SOC Lead, MJ felt there was also a need for a SOC governance board which could oversee the substantial investment in this area and the work ongoing as part of the SOC review. Such a board was being developed.
- Dafydd Llywelyn (DL) provided a Welsh perspective on the governance landscape including positive work being done at national and local levels and with Public Health Wales, local government and the All Wales CJS meeting. He noted the 4 Wales PCCs are now involved in developing the Covid-19 guidance.

Key points raised by PCCs:

- An issue relating to flexibility for raising the council tax precept was raised.
- The issue of the Policing Minister identifying 6 force areas as national priority areas for reducing homicide – where had this decision been made and how did this link with local Police and Crime Plan priorities? TH noted these six forces had the highest rates of homicide and the feedback from these forces is that this engagement with the Minister has been helpful.
Issues around targets, Minister's leaning in and questions around the statutory framework were raised. TH noted that because of the government's focus on crime, Ministers are keen to be able to articulate what the system is delivering nationally. The new outcomes framework is set at the national level and is an attempt to brigade as, we work together, a vision of what we try to achieve. It will not allow local target setting or be part of a national performance management framework but can track direction.
- Further questions were raised around targets apparently being imposed that PCCs were not consulted upon – for example, a national 20% reduction in crime - and the need for TOR to be produced for all of these governance boards so the process is more transparent.
- A conversation around the delivery of the Home Office's national Digital and Technology programmes regarding crime reduction benefits was raised, as was one around making greater progress facilitating collective data sharing across public services locally and nationally in order to prevent crime.
- A need for discussion on sub governance and data sharing on drugs and alcohol abuse issues was raised.
- A question was asked around the efficiency savings outlined as part of the Spending Review, which it was hoped will be recognised.



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- There is a need to look at wider collaborative issues across government. TH felt that the key point we can all agree on is that we need to look beyond just policing and the Home Office to wider systems and partners. Crime is a whole cross government issue and the Crime and Justice Task Force will progress this wider involvement.

Approved/Agreed Actions:

- Agreement to SCIB and CPPB papers being shared with PCCs ahead of meetings wherever possible.

Item 4: Operation Uplift - Representation in Recruitment/APCC Race Disparity Working Group updates:

- PT introduced the next item by highlighting that the NPCC had been working closely with the College of Policing to address race disparity, and that this is an area where the APCC can also help make real change. The NPCC will set up a Programme Board for this work which the APCC will be represented on. The APCC has developed an action plan based on priorities identified from a review of reports regarding race disparity and disproportionality. The Home Secretary has asked for a paper to be brought to the National Policing Board on November 4th, which summarises what the APCC, NPCC and the College of Policing are doing in this area.
- In terms of workforce representation, PT underlined that driving significant progress over the next 3 years as a part of Operation Uplift will be extremely challenging but there is much positive work going on across force areas. PT invited colleagues to provide comment on whether they think initiatives similar to those used by the Police Service Northern Ireland to achieve representation of the province's religious communities, could be used in England and Wales to drive progress on workforce representation. The APCC has previously indicated in submissions to the Home Affairs Committee that these measures are worthy of thought. The following points were made by PCCs.

Key points raised by PCCs:

- Progress is being made on achieving better workforce representation but it is too slow.
- We need to ensure there is a change of culture within forces in order to improve inclusivity, and build confidence amongst Black, Asian and Minority (BAME) communities in the police.
- It is necessary for police forces to do more work to identify the huge amount of talent that exists within BAME communities.
- We need to do more to share examples of best practice in terms of recruitment e.g. the recent leaflet drop in the West Midlands in areas with large BAME populations.
- There were a range of views expressed on the PSNI model, and more widely, and agreement that further discussion was needed on this important issue.
- Recent research has shown that Black communities feel a greater sense of confidence in the police when they are dealing with Black officers. However, some PCCs have heard from BAME people in public consultation exercises the view that changing policing culture is more important than improving policing workforce representation.
- There is a need to further push direct entry routes and other measures as a means to improving the workforce representation.
- Any approaches used to improve workforce representation should be left to the local discretion of PCCs and Chief Constables.
- Peelian principles are in jeopardy if we do not drive sufficient progress in this area.
- It is important to not lose sight of the need to also improve gender representation in policing.
- For 3 years in a row, the National Black Police Association at their conferences have voted unanimously to support legislative change to allow for positive discrimination.
- There were a range of views expressed and it was agreed that a further session was needed to discuss this issue further.

Approved/Agreed Actions:

- The APCC will identify, collate, and circulate good practice to PCCs on addressing racial disparity.
- The APCC will convene a dedicated session to explore policing workforce diversity further.



Item 5: NPAS update:

- As Chair of the NPAS National Strategic Board, Mark Burns-Williamson (MBW) set out the position and timetable going forward on NPAS to PCCs as per the recent NPAS briefing from October 2nd:
- The October and December NPAS Board meetings are critical in terms of decision making.
- The NPCC Aviation Review has gone to the Chief Constables Council and will report back to the NPAS Board on October 19th.
- There have been regional conversations about the funding model and these have been challenging.
- If the business case for fleet replacement is not supported, the sustainability of the service is in jeopardy given the age and condition of the fleet. The NPAS Board is unanimous about supporting the bid. The Home Office will make a funding decision in the SR round.
- The NPAS Board are also examining the issue of drones.
- MBW recently wrote to PCCs in July on the devolution situation in West Yorkshire. All agreed it needs to move from a lead force model to something that fits better at a national level, with a requirement for transition by May 2021. Concerns have been raised about NPAS moving to the new West Yorkshire Combined Authority. MBW said this was a transitional arrangement and only while a longer term 'home' was found.
- The Home Office are supporting a transfer of ownership. The NPAS Board will come forward with proposals to strengthen PCC governance.
- A reference was made to the Cranfield University study endorsing the use of fixed wing.

Key points raised by PCCs:

- Comment was made relating to purchasing 10 additional aircraft when they may not be required as drones replace the fleet more and more for many functions. A smaller bid for partial replacement of the fleet is going to be made. Some of the critical issues are bound to what happens in the SR.
- MBW would be happy to take any further questions from PCCs offline.

Item 6.1: Finance & SR update:

- As APCC Finance Lead, Roger Hirst (RH) had recently circulated the APCC/NPCC SR submission summary document to all PCCs. The APCC/NPCC SR submission and the Home Office SR submission to HMT have now gone in. 4 weeks of further discussions at HMT are likely before any announcements.
- Uplift is one of the big areas. Commitment from the government is solid but how it dovetails with SOC is key. Discussions are ongoing on this.
- Other big segments of the submission include pay, other inflationary pressures; pensions; technology and particularly proposals to bring ESN forward, and again we have been clear that the risk must be borne by HMT. The reason why the SR bid was put in was to allow us to reduce crime of which prevention is a critical part rather than the service being responsive.
- A controversial point was BlueLight Commercial savings being regarded as central rather than force savings. The E & P figure looks in the region of £1bn savings. We have successfully argued that this should be 2/3rd cash, 1/3rd non cash. All the conversations that have taken place assume that government departments are working on the basis of a 3 year SR. Unfortunately, because of deferred budgets we are looking at similar position this year to last year in terms of the timing of the Settlement. We have been very clear with the Home Office about our requirements in this regard.
- In terms of council tax precept, any increases up to the level of inflation would be bearable. Again, we have been clear with the government on this. In addition, RH referenced the Covid-19 reimbursement templates which needed to be completed and forwarded to the Home Office by October 21st.

Key points raised by PCCs:

- There was concern that PCCs had made significant purchases of PPE on behalf of the service but had not been recompensed for the expenses. RH stated that this should form part of the returns to the Home Office and stated that he would take this forward with Home Office representatives.
- Wider comments were made about both forces supporting UK policing and social value.

Item 6.2: BlueLight Commercial update:

- Matthew Scott then introduced Lianne Deeming, CEO of BlueLight Commercial (BLC), to the meeting who updated PCCs on the recent work undertaken by BLC, and confirmed that:
- Recruitment was on track with 22 staff in post so far and a further 14 joining in the next 3 months; all posts should be filled by February 2021 if not before.



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- The BLC Vision was to become the Trusted Partner for forces in England and Wales, the Go To commercial service for suppliers, and to develop and deliver a Journey to Commercial Excellence.
- Current work included:
 - Fleet procurement - with the launch of a national tender for 8,000 vehicles (including electric). Contracts would be in place by April 2021. BLC will act as the Contracting Authority.
 - Aviation – reviewing fleet replacement, leasing of helicopters, use of drones and whether to outsource.
 - Brexit – evaluating the potential impact on each spend category and recommending mitigation to ensure continued robust supply chains.
 - Energy – looking to use existing commercial frameworks that are used today in policing to their full capacity and options for a smaller number suppliers in future.
 - Estates and FM – carrying out a deep dive on spend data. Costs were actually up despite Covid-19 but probably because contracts had just been extended rather than renegotiated. Information on best practice would be made available.
 - Covid-19 – picking up testing kits as well as PPE to ensure that critical supply chains are managed.
 - Pensions – BLC had recently been asked to support work in this area.
- Shared services work was being taken forward and by the end of this financial year deep dives would have taken place in 17 forces to inform the way forward. Exercises were being carried out in relation to the potential for the use of AI and robotics.
- BLC would be responsible for reporting on all savings data from December. Work was taking place with the Home Office to facilitate this which would be looking at how best to exploit data and what new areas could be focused on. In due course there would be management information reports produced for each force area.
- Continued engagement was occurring with the Police ICT Company and the Forensic Capability Network to ensure a single and managed approach to the capture of all savings achieved by Policing.
- BLC was seeking a £10m facility from the Home Office to help with strategic purchasing when required. It was also planning to circulate an overarching Customer Agreement for PCCs to agree (along with a schedule in relation to fleet). This had been the subject of extensive consultation.
- Work had been carried out (top down and bottom up and an analysis of historical trends) to identify potential procurement savings of £70m over the SR period (£20m/£20m/£30m).
- A recent sustainability workshop had been held in Gloucester and BLC would be writing a paper on sustainability in policing, looking at potential carbon targets and the electrification of the fleet and infrastructure, as well as social value and the development of a tool that would help forces to bring smaller suppliers in too.

Key points raised by PCCs:

- Thames Valley Police (TVP) had had to bear around £1m costs in helping store and distribute PPE. Lianne noted that it was not possible to rely on the DHSC and so the Upper Heyford facility would need to be used for the rest of this year. The NPCC had said where they needed support with Covid testing and were looking to put that in place. TVP was told to submit costs in the imminent return, even if it had submitted them previously, and to copy information to Roger Hirst as finance lead so he could take it up with the Home Office.
- Concern was expressed around the weighting given to social value in awarding contracts – was it high enough? Lianne said that the weighting for factors like social value depended on what was being purchased looking at the total life cost. BLC would be reviewing the latest Government paper on social value and was looking to share with PCCs how a social tool might work (for use by BLC and locally).
- The very productive meeting on sustainability was noted; this was an area which policing needed to catch up on and move forward as one. The electric charging infrastructure for vehicles was very important; we might want to carry out an audit across forces. This was an exciting portfolio and if other PCCs would like to be involved they should let Martin Surl know.

Approved/Agreed Actions:

- Anthony Stansfeld (AS) will include his PPE storage and distribution costs on behalf of policing in the imminent return to the Home Office. AS will also provide information to Roger Hirst as the APCC Finance Lead so that he could discuss this with the Home Office.



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- Lianne Deeming will come back to PCCs with guidance/more detail on taking account of social value.
- The APCC will share the BlueLight Commercial presentation slides with PCCs.

Item 7: Portfolio / Business Plan updates:

Item 7.1: SOC

- Marc Jones reported regular engagement with the Home Office in taking forward SOC in SR work and that the Home Office is looking to go beyond the confines of SOC Review by unifying the system at national and regional levels including borders, putting ROCUs on a statutory footing; and developing a system wide approach. A threat priority areas approach represents the other limb of the work. PCCs are linked into this work and well represented.
- Work around the SR and the Uplift programme regarding an uplift in ROCU officers is ongoing. PCCs are committed to ROCUs but are looking for government to play its role. It was thought that a future event for all PCCs to discuss ROCUs would be beneficial. The good attendance at SOC Portfolio meetings was noted as was the need to ensure we have representation from each ROCU area.

Item 7.2: CJS

- David Lloyd thanked PCC colleagues for their level of engagement and support for the work of the CJS Portfolio these past few months, both through the fortnightly PCC-LCJB Chairs meeting and, most recently, their brilliant and swift response last week to the Home Office request for information about the impact of the court backlog on victims. This, however, does reflect the fact that the criminal courts are in a severe and deep crisis and, as PCCs, we are seeing the impact this has locally on victims, witnesses, and public confidence in the CJS more generally.
- The last few months have felt a bit like 'Groundhog Day' – we have repeatedly sought to relay the extent of the crisis locally and nationally to Ministers and officials and urge more radical and swift action. The position in the Magistrates court is improving and is generally less of a concern, though it is not the case everywhere. The real challenges are in the Crown Courts. Some Crown Court work has continued through the pandemic too but what this means is the court backlog is distilling down to Crown Court trial work – the most complex, serious cases with the highest victim impact - and what PCCs are seeing locally is stark with cases that have already been adjourned multiple times being listed into next summer and beyond into 2022 already.
- There are some recent signs that the centre may be starting to hear what PCCs have said. As well as CJS Gold being stood up again, Home Office colleagues have contacted the APCC wanting to work with us to take up the issue of the court backlog with the Ministry of Justice – this is now an area that the Home Secretary regards as a priority. They are proposing to work cross department on a series of "sprint sessions" which would deliver some targeted pieces of work around some of the most critical problem areas and look at what more can be done.
- Alongside all of the work that is currently underway, we also need to be pushing for much more radical solutions. Unless and until more radical action is taken, we are faced with the prospect of it taking 3,4 or 5 years for cases to come to trial in the Crown Court, with the attendant consequences for victims and public confidence in the system. We also want to be in position to think more strategically about what type of CJS do we want post Covid-19 such as OOCs, Disproportionality Sentencing White Paper etc. These are important issues consideration of which is being stifled by court backlog

Item 7.3: Review of Chief Officer remuneration

- Kim McGuinness updated PCCs on the recent joint Working Group that is reviewing the pay and conditions of all Chief Officer grades. We need to discuss and reach a consensus on some of the issues/ blockers that may stop Chief Officers coming up through the ranks. A proposal on full time arrangements for Deputy Chief Constables will also be made and the APCC will write out to PCCs to get their views on this. An open invite was also made to all PCCs to attend the next Workforce Portfolio Meeting on November 12th to enable a wider discussion.

Item 7.4: National Enabling Programmes

- Stephen Mold, the PCC representative on the National Enabling Programmes Programme Board, highlighted the progress being made in rolling out the programmes and encouraged all PCCs to look at the GR material emailed out the previous week (GR 165/2020). This GR included information on:
 - the status of all forces in terms of the current expected timing of roll-outs.
 - the recently launched NEP Enabling Centre where forces can access information on Ways of Working,



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- the work of the National Management Centre which provides real time intelligence on emerging threats and cyber attacks.
- The Programme had achieved a significant milestone with all 12 forces in Tranche 1 having now reached full roll-out stage and it was on track for another 14 forces getting to that stage between now and the end of December. However currently at least 8 forces would not be in a position for full roll-out until the next financial year. It could be possible for some of those to move to a position that they could be brought forward but, recognising that would not be possible for all, the Programme had sought funding in the SR to complete roll-out next year. If PCCs have a Tranche 4 force they might want to check on the current position and see whether they could help progress matters.
- Examples of the benefits forces were achieving were shared but these were just the start. PCCs were encouraged to ensure that their force once at full roll-out stage was identifying and recording all the benefits the programme was helping deliver and were communicating these internally and externally. That helped justify the investment when reporting to the Home Office and policing and helped with showcasing to other forces and the public all the many ways policing was delivering change and becoming increasingly effective. £35.3m of savings had been delivered in 2019-20 of which £20m was cashable and the rest was in cost avoidance.

Item 7.5: Police ICT Company

- Stephen Mold updated PCCs on Police ICT Company in his capacity as Chair. Individual statements will be sent out next week which are now much more robust and in a new format with much greater breakdown and details for PCCs. The delivery of the national policing strategy would be central in helping take the Police ICT Company forward and an update on the significant amount of work being undertaken using the company as a delivery vehicle was given.
- PCCs were asked to support the role of the ICT Company as a national delivery vehicle which represents an expansion and evolution of the role of the ICT Company, rather than a change of direction. Whilst there are no proposals to change ownership or governance, we are coming to a decision point about developing capacity to deliver on national capabilities and PCCs need to be aware and engaged on this. This will be a key agenda item at the next meeting of the ICT company board at the end of October. Further information will be shared with PCCs after for wider discussion.

Item 8: AOB:

- MBW reported that at the PCC LCJB meeting he attended yesterday, the implications and complications of the new tiered arrangements for addressing Covid-19 for the CJS need to be urgently considered.
- PT closed the meeting and thanked PCC colleagues and the APCC Secretariat for their contributions.