

APCC General Meeting Minutes: Wednesday January 19 2022:

Item 1: Welcome and Introduction from Marc Jones, APCC Chair:

- Marc Jones (MJ), the APCC Chair and PCC for Lincolnshire, welcomed PCCs and colleagues to Day 1 of the General Meeting.

Item 2: Funding Formula Review: PFCC Roger Hirst, PCC Alan Billings and Luke Edwards, Home Office:

- Roger Hirst (RH), PFCC for Essex and APCC Finance Lead, introduced this item. RH welcomed the Police Funding Formula Review (PFFR) which is needed to reflect differences in demand across the country in terms of population, deprivation, cost of delivery, seasonality and non-crime. It also needs to incentivise the prevention of crime.
- RH referred to the APCC Reference Group that has been set up regarding the review and the structure of the programme itself including the Senior Sector Group (SSG) attended by PCC Marc Jones, PFCC Roger Hirst and PCC Alan Billings, and the Technical Reference Group (TRG) chaired by Professor Matt Bland. The TRG reports to and is directed by the SSG.
- Luke Edwards (LE), Home Office Director and Chair of the PFFR SSG, outlined the programme to PCCs. LE has been involved in police funding for 20 years and was involved in the 2015 PFFR. LE addressed the aims, processes and timetable of the approach. On the current allocation approach, the Police Allocation Formula (PAF) is out of date and the 4 block model no longer works to reflect policing demand.
- The current HO led PFFR looks at distribution, not quantum. In terms of structure, the SSG agrees the TOR and areas of focus for the TRG and the TRG undertakes detailed technical work and reports to the SSG. LE referenced the programme's open-door policy which a number of PCCs have accessed. The role of the SSG is to ensure data is provided to Ministers who will then make the decisions.
- Principles need to be robust, fair and transparent, and have been signed off by Home Office Ministers and HMT. There is a need to balance principles against each other e.g. the trade off between fairness/transparency and complexity. With regard to key considerations, LE referenced sparsity v density, seasonality, and PAS (crime and non-crime).
- In terms of a timeline, LE stated that Bristol University would be used as an independent entity including the building of the technical model. The final report to Ministers will be in the pre summer recess 2022. There will then be a public consultation (possibly 2 elements – principles first, then the final model) followed by a detailed implementation plan.

Q & A:

- PCC Matthew Scott, Kent, mentioned inconsistent accuracy in crime reporting. Will the Funding Formula look at consistency of data?
- Deputy Mayor Sophie Linden, MOPAC, asked what is meant by the characteristics of an area? She also stated that more transparency is needed on consultation.
- LE replied that the Home Office are not just looking at current levels of crime and do not want to create perverse incentives. The HO is aiming to use crime data and other data to capture underlying drivers of crime and to look at demand. Broadly there are classic demographic and socio-economic factors including tourism and inflow. The question is to what degree we can understand the impact this has on crime - there will be technical limitations. On the consultation, HO officials will sit down with Ministers after the initial work and address principles and delivery.
- PCC Emily Spurrell, Merseyside, asked whether other funding streams are being considered and that when considering non-crime demand we consider that much of it may not come to the police?
- Jonathan Jardine, CEO of West Midlands OPCC, asked how much precept is in scope, will recommendations be made to Ministers on flexibility and will historical factors be considered?
- LE replied yes, the HO want to look at the core grant in the context of the wider policing landscape. The precept will be considered in terms of overall spending powers. In relation to non-crime demand and the role of policing, this is being considered by the TRG.
- PCC Tim Passmore, Suffolk, stated that funding per resident varies enormously and asked how will you manage the implication of winners and losers? Referencing collaboration between forces in Suffolk and Norfolk, he asked will this aspect also be considered?
- PCC Philip Seccombe, Warwickshire, referenced rural crime and roads and motorway policing and asked whether the review is looking at the balance between PCC funding in the core grant and other funding e.g. NCA?
- PCC Chris Nelson, Gloucestershire, stated that PCCs need genuine flexibility in terms of the precept and that the current £10 limit has different resourcing impacts in each force. RH agreed and that limits would ideally go.

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- LE replied that the Home Office will be keen to engage with HMT on how the new formula is delivered. There will always be relative winners and losers but are keen to avoid absolute winners and losers. On rewarding collaboration, LE believes there should be a natural incentive to collaborate, so if you are more efficient this should free up resources naturally.
- LE reassured PCCs that rural crime and roads are in scope. The Home Office have around 70 indicators which they are happy to circulate. They have also completed a literature review of 800 documents, and they will be producing a summary of that for SSG which they can share with PCCs. Pushing in relation to precept flexibility is out of scope for the review and on the NCA and CT, they are also out of scope unless the Funding Formula impacted on them, in which case they would then revisit.
- PCC Mark Shelford, Avon and Somerset, noted there will be winners and losers. If there is to be a big change then will there be a parachute payment? He referenced difficulties in MTF planning.
- PCC Joy Allen, Durham, asked are you considering how other Funding Formulas are impacting in different force areas?
- PCC Peter McCall, Cumbria, asked is the issue of how much residents in local areas are being asked to pay being considered? There are issues of unfairness here.
- PCC Festus Akinbusoye, Bedfordshire, was concerned about the timing of funding settlements and alignment with budget setting requirements e.g. the pay award.
- LE replied in terms of what local residents are being expected to pay relatively, yes, this is being considered. In terms of issues re. winners and losers there will be consultation on that basis. LE will come back to PCC Joy Allen on her point. LE referenced the certainty of funding over the next 3 years.

Approved/Agreed Actions:

- The Home Office to share information on the 70 indicators they will be using with PCCs via the APCC.
- The Home Office to share the summary of their literature review with PCCs via the APCC when completed.

Item 3: Minister of State for Crime and Policing & Minister for Rural Affairs: Rt. Hon Kit Malthouse MP & Rt. Hon Lord Benyon:

- Kit Malthouse (KM) gave an overall update, and highlighted two key national strategic documents: the Beating Crime Plan and the Ten-Year Drugs Strategy. He said good national structures (taskforces, working groups) are in place to help align national strategic priorities alongside local ones.
- On performance, neighbourhood crime fell during lockdown but has stayed down even after restrictions lifted. He highlighted success in closing down county lines drugs gangs and thanked PCCs on those efforts. Stringent targets have been set for the next phase.
- KM reiterated the priority to reduce homicide, rates of which have risen. Domestic murders have also risen. He referred to a recent meeting with national policing stakeholders.
- On RASSO, there are challenging targets to hit. KM encouraged PCCs to challenge their Chiefs on RASSO figures. The ambition is to roll out Operation Soteria across UK policing and KM encouraged PCCs to step forward in future rounds. There is a growth in cases to the CPS, particularly where Soteria is in operation, which is promising.
- On ASB, figures suggest it is an increasing problem. KM said Government will help with the Safer Streets Fund etc, but he stressed the role of the PCC in drawing local partners together to push the ASB agenda in their individual force areas.
- On SOC, KM said the landscape has been complicated. ROCUs are growing, but each needs to have an agreed business plan so work towards a coherent mission.
- KM was then joined by Lord Benyon (LB) who answered questions from PCCs focused on rural crime and covered a range of topics including fly-tipping and links to SOC, theft of farm equipment, rural policing, illegal encampments, and wider issues.

Q & A:

- On the funding formula and how rural areas are impacted, KM said he is aware there can be conflicts between rural/urban areas and that work is underway to take account of that.
- KM felt there is more work to do with manufacturers, working in partnership to tackle specific issues. LB agreed, acknowledging the effect it has on rural businesses who rely on farming equipment and machinery which can be difficult to replace.
- On fly-tipping, LB said rural areas are particularly targeted for waste crime and other forms of ASB and referenced work with DEFRA's National Fly Tipping Prevention Group.
- Both LB and KM highlighted recent government amendments to tackle hare coursing, which were taken forward to the next stage of the PCSC Bill.
- LB noted that rural crime can be seasonal – in particular, for example, Cornwall typically experiences higher rates of crime in the summer. As well as a visible police presence, he stressed the importance of technology, particularly for those who feel more isolated in rural areas.
- Marc Jones. PCC for Lincolnshire and Chair of the APCC, welcomed hare coursing amendments, and also

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highlighted rural areas tend to experience more heritage crime which impacts on churches and buildings.

- PCC Tim Passmore welcomed the hare coursing amendments and reiterated the willingness of the NRCN to work with officials. He added that the NRCN will soon be publishing a report on the influence that OCGs cause in rural crime areas.
- LB discussed previously introduced legislation to allow the seizure of vehicles involved in hare coursing offences, which he stressed could act as a successful deterrent. He urged PCCs to investigate this further.
- PCC Festus Akinbusoye, Bedfordshire, questioned whether more could be done to destroy vehicles that have been seized due to involvement with fly tipping offences. LB said the seizure of vehicles relating to fly tipping could be enforced by the environment agency, which he would look into.
- PCC Alison Hernandez, Devon and Cornwall, said the South West region for the first time ever has established one priority for all its Chief Constables – to tackle drug use. A regional coordination effort focused specifically on drug dealing and anti-social drug users is underway.
- PCC Mark Shelford, Avon and Somerset, noted best practice in South Gloucestershire's council on fly tipping – a zero-tolerance approach where anyone caught is fined or taken to court. This has reduced fly tipping significantly and he is encouraging other councils to adopt this practice. He additionally invited LB to visit to see at first hand the work of the rural crime team.
- Deputy Mayor Sophie Linden, MOPAC, asked about vulnerability of young people post-COVID, specifically regarding lack of services and clinical interventions and the effect of this. She stressed the need to consider victims of domestic abuse in rural areas, where victims can be more isolated and find it more difficult to access services and support.
- KM said youth vulnerability is being monitored, particularly as we move out of lockdown. On domestic abuse, LB highlighted continued improvements in tech/broadband in rural areas to improve connectivity and to help increase the ability of those who are more isolated to access support.
- PCC Matthew Scott, Kent, said local county lines drugs gangs had halved from 80 to 40. However, Kent is struggling with the courts backlog, even with Nightingale courts. KM praised the county lines successes and referenced increased powers for magistrates announced earlier in the week, which he hoped would help with the backlog.
- PCC Donna Jones, Hampshire, would welcome specialist RASSO courts, which could help with the backlog and get justice for victims. She also asked how PCCs can help the drive to tackle SOC.
- KM stressed the importance of understanding what SOC is driving in local areas to focus strategies.
- PCC Ben Adams, Staffordshire, said officers are not convinced that additional powers relating to unauthorised encampments will give them appropriate authority for removals.
- KM stated appropriate guidance will be issued to police when the Bill goes through.
- PCC Philip Wilkinson, Wiltshire, has engaged with local farmers, who are organising themselves in anti-poaching activities using local WhatsApp groups, resulting in lots of shared intelligence. He questioned whether enough intel is being gathered from local areas to support national priorities.
- KM agreed on the importance of intelligence sharing and encouraged PCCs to ensure their Chiefs are investing enough to support it.
- PCC Kim McGuinness, Northumbria, stressed the importance of specialist courts/RASSO to improve outcomes for women.
- KM is supportive of specialist courts, particularly 'guilty plea' courts to support the backlog, but said it is a case of whether the courts can deliver coherently.

Approved/Agreed Actions:

- LB agreed to look into the issue of the seizure of vehicles relating to fly tipping by the Environment Agency.

Item 4: Knowledge Sharing Session on Video Enabled Policing: Sussex OPCC and Sussex Police:

- Sussex CEO Mark Streater introduced this item and provided the group with PCC Katy Bourne's apologies.
- Steve Curry (SC), VEP programme director, spoke to this item. Following Sussex's investment in the Video Enabled Justice (VEJ) programme that ran 2016-2020, at its evaluation, two areas were identified where digital technology could directly tackle ongoing inefficiencies within the police/CJS system.
- Police Witness Coordination: This explores the benefits of using digital technology to co-ordinate the appearance and early release of police witnesses at trial. It is a range of tools that keeps officers fully apprised of their requirement to give evidence at a trial and provides timely notifications of trial updates to enable officers to return to active duty with minimal delay or disruption. The anticipated benefits of a national roll out of this scheme would include a reduction in travel costs and police overtime and increased officer capacity to enable a better focus on supporting vulnerable victims and witnesses.
- PACE Interview Coordination: The PACE Interview Coordination provides tools for interviewing officers in custody to better coordinate the participants of a PACE interview. These tools include video technology for remote interviews and easier access to interpreters, especially of rare/scarce languages. The anticipated benefits of this coordination tool include reduced delays in accessing interpreters, reduced footfall in custody, and reduced delays in processing detainees and reduce custody hold times.

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- SC informed PCCs that currently 13 forces have signed up to the national roll-out of these programmes. Tranche 3 of the roll out is still open for forces to sign up to and will commence in October this year.
- SC advised that these programmes are still in the development phase with the procurement of a technology delivery partner underway. Forces that have committed to the roll out are aware of the modelling and benefits that sit behind the concept.

Approved/Agreed Actions:

- A more detailed presentation of the above programme will be circulated to PCCs and they can use this to engage their forces on joining the programme roll out.

Item 5: Strategic Communications: Phil Collins:

- Phil Collins (PC), strategic communications specialist and former columnist in The Times, spoke to PCCs about the art of effective and persuasive communication. He currently writes a column in the New Statesman and works as a speechwriter.
- Phil shared two checklists of collective wisdom for effective communication and persuasion with PCCs.
- **Three rules for communication:**
 - 1. Understand the audience or audiences.** Map them. Who am I talking to? Who is this addressed to? If we do this we are already writing our speech, or communication. We need to know our audience well. There will be predominant views and commonality even in the largest group. In our communication we will often be trying to change minds, an element of persuasion will be involved: information -persuasion-inspiration (often internally focused).
 - 2. Can you distil what you're going to say in a sentence?** This is the essence of the message in a nutshell and directs us to the research and data we need. There might be work to be done to get to the sentence but it is worthwhile and will provide clarity, lots of public communications lack this clarity.
 - 3. Language.** Draw up a list of terms you would never use ordinarily.. Avoid jargon. There is a temptation to use professional jargon, it makes it feel like you belong and sound more expert. Be careful about this. In a public facing role it is alienating, it puts distance between you and the public. Non-experts will accept your expertise and authority is greater if you use common, intelligent language.
- **Three rules for persuasion:**
 - 1. Rational and logical argument, good illustrations, good data.** These are all indispensable in being persuasive.
 - 2. Character.** PCCs have that character and expertise in their roles, it's an important part of being persuasive.
 - 3. Emotion, every persuasive argument has an emotional aspect.** Rational arguments have fallen to emotional arguments in recent years.. There must be a little emotion, it is about providing something that can be imagined, can I visualise it? Is there a story that goes with it?
 - Does the story tell you why people do something and the effect? Do not tug at the heart strings but explain why life will be better as a result of doing something.
 - Does your writing make sense to someone less interested, who knows less? Remember that you are experts and well informed and you need to provide a guiding hand.
 - PC also spoke about the genuine difficulty of addressing one part of an audience while not alienating another, this requires nuance and clarity of thought
 - PC said it was important to be straight if there was bad news. Where people disagreed with you it was common in politics to caricature the opposing view but this is disrespectful and is not persuasive. It is bolder to be more generous and honestly reflect the opposing view.
 - PC said the messenger was crucially important to the delivery of the message, we are persuaded by people as much as arguments, the messenger needs to bring credibility. You become a good messenger by building credibility, the two are connected. Phil advised that blitzing an audience with data was unhelpful. Some data was necessary by way of illustration and to avoid assertion.

APCC General Meeting Minutes: Thursday January 20 2022:

Item 1: Introduction from Marc Jones, APCC Chair, and minutes of the last meeting:

- Marc Jones, the APCC Chair and PCC for Lincolnshire, welcomed PCCs and colleagues to Day 2 of the General Meeting. The minutes of the last General Meeting on Thursday October 14th were agreed as a true record.

Item 2: APCC Updates:

Item 2.1: BlueLight Commercial: PCC Matthew Scott & Lianne Deeming CEO:

- PCC Matthew Scott, Kent, thanked PCCs on the BlueLight Commercial (BLC) Board for their support and updated PCCs on the good progress made this year. He noted the outlook was good with all objectives

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met, with BLC acknowledged as a trusted partner and funding secured for the next financial year.

- Lianne Deeming, CEO of BLC, outlined the achievements so far this year and noted that the savings targets for cashable savings and efficiencies had both been met and exceeded and market issues addressed. Areas where progress had been made included forensics, social value tool and e-procurement. There had been activity around driving value from the full commercial lifecycle through action that would minimise contract leakage and training to help develop commercial acumen across forces.
- Future focus would include social value and sustainability on forensics and delivering some ICT projects for forces and the Home Office, working with the Police Digital Service.

Q & A:

- PCC Alun Michael, South Wales, asked for more engagement with Welsh PCCs on sustainability.
- In response to PCC Tim Passmore, Suffolk, Lianne explained the situation at present in sourcing high performance vehicles and in working with forces is to see how to broaden the options for suppliers.
- Matthew Scott drew attention to the ask of BLC that PCCs do not engage with Tessier direct. If necessary, the advisory note could be recirculated.

Item 2.2: Police Digital Service: PFCC Stephen Mold:

- PCC Stephen Mold, Chair of the Police Digital Service Board, updated the meeting on the current work and development of the PDS. He noted that PDS offer a new delivery capability for police digital and technology services. The Home Office have provided £18 million of grant funding to the PDS to commission programmes this year with performance currently around 92% against agreed objectives. Grant funding has remained stable, at about £17 million for next year, and work is currently in hand to identify funding and investment priorities for new digital capabilities.
- The PDS are working collaboratively with Blue Light Commercial and it is likely that the commercial work of the former Police ICT Company in technology markets will, in time, transfer over to BLC. SM added the future is for BlueLight Commercial to do the commercial side and the PDS to focus more on delivery.
- The PDS Board has expanded to include an additional representative of the Home Office (the Head of the National Police Capabilities Unit) and had established a new Audit Committee, chaired by PCC Katy Bourne. It is hoped the Chief Executive of MOPAC might return to membership of the Board in the future.
- SM noted the National Enabling Programmes – having rolled out a standardised version of M365 across forces and establishing the National Management Centre – will formally end on March 31st. The achievements of the NEP demonstrates the PDS is in good shape as it comes to the end of its first year.

Item 2.3: NPAS:

- Peter McCall, PCC for Cumbria, NPAS National Strategic Board member and Co-chair of the NPAS Gold Group, updated PCCs on NPAS. The critical topic is the issue of a lead force and looking for a new host. In that regard a Gold Group was set up jointly chaired by PM and Chief Constable Rod Hansen tasked with trying to find a force to take on NPAS. Other options are not currently being actively considered until they have exhausted the opportunity for another lead force to take it on.
- MPS and West Midlands have stepped up in the interests of national policing to consider the option of taking on NPAS but both forces want to be reassured that they are not taking on something they cannot deliver. In that regard, a thorough due diligence process is being carried out and we are in the latter stages of this. Big issues are also fixed wing and the future fleet and sustainability plus taking on NPAS in its current form. Due Diligence work is being reported back to the NPAS National Strategic Board (NSB) on January 27th 2022. Fixed wing is also going to be debated at NSB on January 27th.
- Marc Jones stated that we need to be looking at what we will do if this does not work and considering the long-term future. Conversations will continue at APCC Board level with an appreciation that the NSB is leading on this.

Q & A:

- PCC Alun Michael, South Wales, thanked PCCs John Campion and Peter McCall for the efforts they have provided on NPAS matters but felt we need a long-term solution, which will only be addressed by the APCC, NPCC and the Home Office working together.
- Deputy Mayor, Sophie Linden, MOPAC, stated she was less positive in the role of the Met. Significant barriers are evident, and they await the outcomes of the due diligence work.

Portfolio Updates: Lightning Talks, Part 1:

Violence Against Women and Girls (VAWG) leads: PCC Donna Jones & Deputy Mayor Sophie Linden:

- Donna Jones, PCC for Hampshire and Joint Victims Portfolio lead, noted that the Victims Working Group has met several times already and thanked colleagues for their support, emphasising the importance of all views being represented. They outlined good engagement with the Home Office, the NPCC, the VCO and the DAC on VAWG, it is welcome that they are reaching out to PCC leads for views before publication of important documents.
- The APCC have met with both the Victims Minister, Victoria Atkins, and the Minister for Safeguarding, Rachel Maclean, in recent months. PCC VAWG leads gave evidence at the Home Affairs Select Committee

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on RASSO and feedback on the inspection on rape for HMICFRS.

- NPCC have developed their framework and while DJ and SL believe it still lacks a partnership focus, they are engaging with Maggie Blythe on the next phase of their performance and outcomes framework. Work is also underway to develop an APCC VAWG Action Plan, including a focus on partnership working.
- The APCC VAWG Summit on February 1st will set out important legislative changes and the impact on PCCs. Rachel Maclean is the keynote speaker and Zoe Billingham has also agreed to join.
- DJ and SL are feeding back on the Victims Bill Consultation, which closes on February 3rd and lastly, the outcome of the PCC review Part 2 will have impacts on the victims space and PCC powers in the partnership space.
- Sophie Linden, Deputy Mayor for MOPAC and Joint Victims Portfolio lead, highlighted the focus now on victims and VAWG from government and policing, and the welcome opportunity to make progress in this important area. The DA Strategy is due to be published by April, it is important that the metrics arising from this strategy align with those in other strategies and frameworks across the system.
- Both leads welcomed the role out of Operation Soteria to a further 14 forces. Large numbers of academics involved in the research are coming up with significant findings. We need to ensure all partners are involved in this kind of scrutiny and deep dives. The programme is developing a national operating model for investigating rape and is changing the focus from victims to preparators.
- There have been several meetings with MoJ and the Home Office on funding, noting the issues of short term and time limited funding. Talks will begin later this week about ring-fenced funding.
- The government is considering creating the position of Independent Commissioner for Adult Victims of Rape and Serious Sexual Assault. PCC leads would like to know your views on whether there is a need for an additional and specific commissioner?
- Lastly, while developing the VAWG Action Plan, VAWG does not just sit with Victims leads, other portfolios have important roles, and all PCCs were asked to think about what they would like to see in a plan.

Item 3: Keynote Speaker: Local Government Association Chair: James Jamieson:

- **Introductory remarks:** James Jamieson (JJ), Chair of the LGA, stated that both the LGA and the APCC recognise that everyone needs to have the security and confidence of safe streets and a safe home. Both bodies appreciate the importance of working together locally to achieve this. The importance of supporting victims is key, working with perpetrators and investing in early intervention/ prevention, which means working together – policing, councils, schools, NHS, business, local VCS organisations, etc. Local politicians are empowered to make local decisions to address local challenges – and share frustrations where, for example, it is necessary to refer local decisions up to national NHS or CJS leaders.
- **LGA priorities:** Community safety is a key concern, and crosscuts many other issues – for example, it helps to identify issues like loneliness and isolated children. There is concern about the pressure of working through COVID pandemic, and the longer term challenges from that, especially social care and children's services. The LGA is calling for funding on issues like Spiking, and for Safer Streets funding to be expanded. VRUs should be funded long term and extended to all other areas. There is a shared concern about short-term funding, with pots of money available for 1 or 2 years, often focussed on innovation, without investment for the longer term.
- The LGA is lobbying on PCSC Bill in support of a public health approach – including support for a statutory duty around crime/violence prevention but with flexibility for local councils to deliver to their priorities, backed by funding. In addition, the £500 million youth investment fund needs to be released, and this can support work to prevent the exploitation of vulnerable young people by county lines and others.
- The LGA works to prevent extremism, with a dedicated Special Interest Group.
- Preventing DA must be a priority for all agencies and coordinated and urgent action is needed against perpetrators. The LGA has welcomed the government response on ASB but need to do more. The LGA regularly attends the ASB Advisory Board along with the APCC. The LGA are keenly awaiting the Fire White Paper, and also looking forward to the recommendations from Part 2 of the PCC review, which it is hoped will provide an opportunity to strengthen local partnerships, and to get strong involvement of health in tackling local crime.
- Both bodies have a shared concern about civility in public life, and the risks that the toxicity of debate is discouraging people from getting involved in politics – the LGA currently has a Call for Evidence out on the abuse/intimidation of councillors.
- **Some other areas of interest:** The LGA sees the Levelling Up White Paper as a key opportunity. It is of real concern that outside London and Bristol our large cities have productivity that is below the national average – there is a real opportunity if government trusts local areas to do the right things – for example, the transformation of Birmingham at the turn of the last century.
- Adult social care is a massive challenge for local government, with 60%-70% of revenue going on adult social care and costs rising above inflation – the LGA wants to see the health and social care levy evenly

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shared by LAs and health.

- Supporting families – when families break down and where children are not included in schools, they often end up in the criminal justice system, so this is a key part of upstream prevention.
- The housing crisis, the planning system is dysfunctional - poor housing can lead to crime, another key part of the wider picture.
- Climate change, the LGA is working with local authorities and aiming to deliver net zero, and supporting councils that have declared climate emergencies to deliver their goals. Over 1.1 million jobs could be required to deliver these green ambitions. Councils need the right powers to retrofit homes with low carbon efficiency measures.
- Local government finance is relevant to many of these other concerns and the LGA are expecting a review – JJ's view is that business rates have had their time, but we have not yet got a better replacement.
- JJ concluded by stressing the value of quarterly meetings with Marc Jones and Susannah Hancock.

Q & A:

- PCC Jeff Cuthbert, Gwent. highlighted work with WLGA and the Wellbeing and Future Generations Act which requires collaboration in Wales with policing as statutory invitees. The one public service approach is valued in Wales and if anything it's ahead of England.
- JJ agreed that this would be very valuable in many parts of England. He regularly meets with the WLGA and would support a duty to co-operate at the local level for all public sector partners.
- PCC Alison Hernandez, Devon and Cornwall, highlighted the quality of CSPs varies but they are working well in Devon and Cornwall. Has the LGA done work on increasing resource and capacity (e.g. ASB officers in local authorities), and to consider what else needs to be done in context of the Beating Crime Plan?
- JJ undertook to revert back with a response on this. The big concern for local government is the diversion of resources from prevention to manage crisis in social care amongst other issues. This raises the issues of flexibility and partnership at local levels and not doing as much as would like. So much has to go through Whitehall or Cardiff, which prevents local areas moving money around at the local level/developing joint budgets.
- PCC Donna Jones, Hampshire, noted the SOC portfolio is in contact with LGA members, and the Home Office is very keen on PCCs working jointly with the LGA. DJ offered to connect JJ with relevant officials who want to support this partnership. JJ welcomed this offer.
- A question was asked about the LGA position on fire, noting the opportunities for savings.
- JJ responded that the LGA's view was that everything should be locally determined and there should not be a one size fits all approach - where a fire service is part of the County there are benefits to council leadership, but there will be a different argument in other areas.
- PCC Alun Michael, South Wales, stated in Wales there were particular challenges and opportunities and the experience of working in a devolved environment had led Wales to develop approaches that would provide useful learning e.g. the impact of the Policing in Wales board. JJ would welcome opportunities to bring the Welsh dimension into the discussions between the LGA and APCC.
- Highlighting the work of the NRCN, PCC Tim Passmore, Suffolk, said it was important rural areas do not get left out (e.g. in the levelling up agenda). While the drive around some of our cities is understandable, rural poverty is also a real challenge and it tends to be neglected. Issues like fly tipping and littering have a disproportionate impact in rural areas and there is a need to join up different agencies to tackle them.
- JJ strongly agreed, recognizing that really serious crime can be linked to fly tipping.
- PCC Stephen Mold, Northamptonshire, focussed on the importance of improving data sharing to enable police, local government, and other partners to do a lot more work together on issues including vulnerability, children on edge of crime and domestic violence. It would be good to have a concordat on data sharing to protect children and families. He agreed that there is not one 'a one size fits all' approach' for fire and that the LGA and APCC need to find ways to work together on this.
- JJ agreed on the importance of data sharing – while, in theory, for instance, safeguarding children should always take precedence over data privacy, in practice partners are often very reluctant to share data. Also, members of the public get fed up with inputting the same data multiple times, because this data is not being shared – this needs addressing both to protect people and make people's lives easier.
- Vicky Sugars, on behalf of the Deputy Mayor of Greater Manchester Bev Hughes, asked the LGA to help to make the case for more joined up inspection by inspectorates.
- JJ noted a case of an OFSTED inspection marking a school down because the local GP could not provide health record information on looked after children, so we need to widen out the scope of the programme. The challenges of local government finances were also highlighted.
- The LGA supports a peer review programme within local government, and JJ and Marc Jones have discussed developing this with PCCs and other partners.
- JJ felt there was money in the system to tackle key issues, but it is not always spent effectively – there are opportunities to develop pooling of budgets. He also noted that for prevention and public health

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approaches there is a need for pump priming – i.e. investment now for future benefits.

- PCC Ben Adams, Staffordshire, asked about the 10-year Drug Strategy and expectations in terms of governance, noting the bulk of funding is routed through public health, but PCCs have a key role to play.
- JJ said this was not an area he had looked at in detail, but he would talk to others on the drug strategy.
- PCC Joy Allen, Durham, noted that she had previously been a licensing champion at the LGA and this had brought home the challenges around gambling, which was now a priority for the APCC Addictions portfolio. She noted the LGAs record in professional development and CPD and the opportunities to work together on that.
- JJ said the LGA has a fantastic programme, and he felt this should be opened out to others, and this would give local authority participants the opportunity to engage with other perspectives.

Item 4: Shadow Home Secretary: Yvette Cooper:

- Yvette Cooper (YC) thanked the APCC for inviting her to contribute to the session. YC underlined that as Shadow Home Secretary, she was keen to hear from PCCs about examples of what they are doing in their areas to inform national policy.
- YC stated her concern regarding public confidence in policing and criminal justice services, particularly following the murder of Sarah Everard by a serving police officer in London. YC underlined her commitment to tackling Violence Against Women's and Girls.
- YC stated that issues relating to Action Fraud had also contributed to a lack of public confidence in the police forces' ability to address the crimes that affect them.
- YC spoke about public confidence and policing including policing covid restrictions and issues relating to No.10 parties.
- YC discussed issues in relation to crime prevention and impact of loss of some preventative provision such as Sure start.
- YC concluded by highlighting that, alongside PCCs, she shares an interest in ensuring that justice can be served and increasing the number of prosecutions. YC underlined that the Government must take seriously the importance of ensuring that legitimacy and public trust in the police is maintained.

Q & A:

- Q: Crime is more complex than previously; there is a need to consider the role that police staff play. There is a need to ensure that Action Fraud is able to effectively combat crime; an opportunity has been presented by the Online Harms Bill to ensure that social media companies take greater responsibility for tackling harms such as 'incel' attacks, and online radicalisation.
- YC stated that any approach to tackling online harms would need to be continual and iterative, in order to keep pace with developments in technology. YC also agreed about the importance of social media companies cooperating with policing.
- Q: Given her comments around the potential damage of trust caused by recent events, what would YC do differently if she were to become Home Secretary?
- YC stated that it was important to acknowledge that whilst mistakes may be made within any organisation, it is important to start from a place of respect, for others and for rules that have been put in place to protect everyone.
- Did YC have any advice on how PCCs can encourage NHS bodies to join then in a preventative approach to crime?
- YC underlined the importance of different organisations working in partnership, particularly as policing ends up being the 'service of last resort' for incidents that would ideally be dealt with by the NHS and other agencies. YC stated that there was an important role for council to play in driving collaboration, e.g. she would like to see councils taking action to drive collaboration on tackling drinks spiking.
- What were YC's views on ongoing discussions on people's right to protest, brought to the fore by current parliamentary debates on the Police, Crime, Sentencing, and Courts Bill?
- YC stated her support for 'Public Safety Production Orders' being fast-tracked in order to protect buildings such as schools, particularly following instances where 'anti-vax' groups holding intimidatory protests outside of school.
- YC noted that Labour have opposed some of the measures proposed in the Police, Crime, Sentencing, and Courts Bill, including the proposals for Section 60 Stop and Search powers at protests. YC stated that she did not think this would help with public order policing, and that she had heard this perspective from Chief Constables.
- YC stated that she also did not think that proposals around noise levels at protests were sensible and underlined the need for people's democratic freedoms to be respected. YC pointed out however that Labour had voted in favour of proposals to increase sentencing for people who protest on motorways.
- On anti-social behaviour, YC stated that she understands how miserable it can make people. She underlined that youth services were incredibly important, as was ensuring there is a police presence on

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the streets. YC advised that Labour have been exploring the concept of Neighbourhood Hubs, as driven forward in the London Borough of Redbridge¹.

- YC thanked everyone for all the work that they are doing to make their communities safer.

Item 5: APCC Portfolio Updates: Lightning Talks, Part 2:

Item 5.1: Local Policing: PCC Alison Hernandez & PCC Jeff Cuthbert:

- PCC Alison Hernandez (AH), Devon and Cornwall, and PCC Jeff Cuthbert (JC), Gwent, as Joint APCC Local Policing and Partnerships Portfolio Leads, updated PCCs on work within the portfolio. Jeff Cuthbert began by welcoming Neighbourhood Policing Week, which began on January 17th, as an opportunity to support neighbourhood policing officers and PCSOs in their community activities. The APCC had circulated media materials and templates.
- Rough Sleeping and Homelessness have now been incorporated into the APCC Local Policing Portfolio. The Joint Leads have been invited to a Ministerial Roundtable on Rough Sleeping on February 2nd where the Government is reviewing effective partnership working to reduce homelessness. The Government is particularly focusing on the following areas:
 - Local rough sleeping and street activity – how are forces working with partners in a coordinated way?
 - What are the current strengths in delivery of current police responses to rough sleeping and street activity?
 - What are the key gaps in the current delivery of multi-agency response?
 - What more can be done by Government and other partners, including third sector organisations to support tackling homelessness?
- The portfolio has been actively involved in the Home Office ASB Strategy Board which is seeking to create a national ASB principles framework, as part of the Beating Crime Plan. The Home Office have adopted APCC suggested amendments to the draft principles which will soon be adopted. Planning has also begun for ASB Awareness Week 2022, provisionally held for the week commencing July 18th.
- The PCC Review Part Two conducted a call for evidence on PCCs relationships with Community Safety Partnerships especially around accountability, governance and areas of notable practice. The portfolio anticipates a Community Safety Partnership Review to begin imminently and will engage with all PCCs to understand current arrangements and areas for reform.
- As agreed at the APCC General Meeting in October 2021, the portfolio is drafting a Public Engagement Survey on contact management to run across England and Wales. The survey will focus on the public's understanding, experience and preference for reporting crime to the police. A working group has been formed consisting of seven OPCCs. A proposed draft will be taken to the Victims Portfolio and the APCC Board for comment. The expectation is to launch this in March 2022.
- The next portfolio meeting dates are February 10th at 16:00 – 17:30 and April 5th at 13:00 – 14:30.

Q & A:

- PCC Peter McCall, Cumbria, supported the good work being undertaken on ASB. He made the point we need to look at a range of measures to tackle this problem.
- Deputy Mayor Sophie Linden, MPAC, identified the need for links between portfolios such as VAWG and local policing and asked what are the police doing to encourage forces to use public space and protection orders and what are they doing to tackle ASB?
- JC noted that greater youth provision is not everything. As a former part time youth worker he recognised there are always elements that look to make difficulties but there are very large numbers of young people who would rather not be seen as nuisances and if offered positive approaches they will take them.
- JC and AH agreed on the need to bring portfolios together to tackle these important issues. AH proposed that Olivia Pinkney give a presentation at the next VAWG meeting to see how this can link.

Item 5.2: EDHR: Deputy Mayor Alison Lowe & PCC John Campion:

- PCCs were updated on the APCC Equality Framework, the Race Disparity Working Group Action Plan, and other developments.
- **The APCC Equality Framework:**
- The [Equality Framework](#) was shared with all PCCs on December 10th in an APCC GR. The Framework is designed to assist PCCs in meeting their duties under the Equality Act, as well as holding Chief Constables to account for fulfilling their equality duties.
- It is relevant to all characteristics protected by the Equality Act, based closely on the Local Government Association's Equality Framework, and has been officially endorsed by the Equality and Human Rights Commission. The Framework is designed to enable PCCs and OPCCs to self-assess their performance on their equality duties, by evaluating if they are "developing", "achieving", or "advancing" on the criteria listed in each section.

¹ <https://www.redbridge.gov.uk/about-the-council/future-plans-for-community-hubs/>

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- PCCs are encouraged to get in touch with the APCC to provide examples of how they are using the Framework locally, give examples of good practice where PCCs are driving forward progress on tackling disparities, or any other feedback on the Framework.
- **The Race Disparity Working Group Action Plan:**
- The [APCC Race Disparity Action Plan](#) was also shared with all PCCs on the 10 December. The purpose of the plan is to coordinate PCC activity both nationally and locally to tackle race disparity in policing, criminal justice, and other areas where PCCs can exert influence.
- The Plan was developed by the APCC Race Disparity Working Group, which brings together a cross-party selection of PCCs and Deputy Mayors from across eight different APCC Portfolios.
- Actions within the Plan are based on a number of sources, including existing APCC portfolio objectives, and recommendations made in national reports, such as the Home Affairs Committee Report published last year reviewing progress on the Macpherson Report recommendations, and the Government's Commission on Race and Ethnic Disparities report.
- The Action Plan commits the APCC to continuing to produce resources for its members, to enable them to take action locally. As well as the Equality Framework mentioned above, the APCC also:
 - Produces a Race Disparity Toolkit every six months, which collates various data sources on race disparity in policing and criminal justice, and provides good practice examples on how PCCs are making a difference locally. Please contact the APCC if you want local initiatives to be featured in the Toolkit.
 - Provides PCCs with access to the Youth Justice Board's Summary Disproportionality Tool, containing a host of data on ethnic disproportionality in the youth justice system that can be broken down to each Youth Offending Team area. The data contained therein is of particular relevance to PCCs' roles on LCJBs.
 - Will provide a session focusing on EDI for PCCs later in the year, building on our previous sessions.
- Additionally, all PCCs are welcome to attend the Race Disparity Working Group. The next meeting is on 10th March and will feature input from Chief Crown Prosecutor Suzanne Llewellyn, the Crown Prosecution Service Lead on Race Disparity.
- **Other relevant developments: NPCC Police Plan of Action on Inclusion and Race:**
- The NPCC will be publishing their Plan of Action on Inclusion and Race for public consultation in early March, with a view to the Plan being finalised in June.
- The vision behind the Plan is to foster a police service that is anti-racist and trusted by Black people. The Plan is focusing on the concerns and experiences of Black people because they face the most acute disparities in term of policing, and the NPCC and the College believe that the trust deficit felt by Black communities presents a significant challenge to police legitimacy and effectiveness.
- The Plan of Action has four workstreams: Internal Culture and Inclusivity, Use of Police Powers, Community relations and engagement, and protection from victimisation and harm. The APCC EDHR Leads are engaging particularly closely with DCC Claire Parmenter, NPCC Lead on Neighbourhood Policing, who is leading on the Community relations and engagement workstream.
- The NPCC will host a session from 2-4pm on February 4th 2022 to engage PCCs on the Plan of Action, prior to it being published in March.

Item 6: Home Office Director General: Jae Samant:

- Jae Samant (JS) introduced herself outlining that she had worked at the Home Office prior to working at the Business Department and had been both Crime Director and acting Policing Director. She had been back at the Home Office for only two months but remarked on how different it was and she was delighted to see how well established PCCs had become along with the NCA.
- JS noted how much more interested Ministers were in operational issues; not to interfere with local decision making but to have a good sense of the national picture and how forces could learn from each other. They were very keen to work with policing, especially the APCC and NPCC, and felt deeply about the need to see falls in crime. She observed that the Home Office had once had a police performance directorate, but it had been dismantled and so the resource available to help support Ministers in this area was limited which meant that close working with the sector was essential.
- On key issues, JS mentioned that with the increased investment in policing through the Uplift Programme it would be important to ensure that the 2023 target was met and that it made a difference in reducing crime. Fraud, which now represented 40% of all crime, was a critical area where we were being outpaced by tech savvy criminals, many of whom operated overseas. The outcome of the PCC review Part 2 would be important in expanding and strengthening the PCC role. Discussions with Ministers were currently taking place and she would ensure that the outcome did not come as a surprise.
- JS said that the Fire reform White Paper should hopefully be published soon, and they were seeking clearance around Whitehall. She expected there to be a consultation on proposals to transfer responsibility to an executive leader such as a PCC, Mayor or Council leader. Another major issue was VAWG where we all needed to work together to help promote significant change. She invited PCCs to

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contact her directly on any issues that they were particularly concerned about.

Q & A:

- PCC Matthew Scott, Kent, raised concerns on Fire governance that Council leaders were seen as Executive leaders in the same way as PCCs and Mayors. There were also issues on non-coterminous boundaries.
- JS recognised the points but addressing them would need huge changes so there might need to be different models that helped make the situation better even if not perfect. The proposition would be subject to consultation.
- Deputy Mayor Sophie Linden, MOPAC, highlighted the importance of making a real difference in tackling VAWG despite the challenge.
- JS recognised that there was a huge societal problem to address, and the problems were chronic around charging and conviction rates. She thought Operation Soteria was helpful in showing what worked in terms of well established and evidenced policing.
- PCC Stephen Mold, Northamptonshire, asked how ambitious the Government might be prepared to be on giving PCCs more powers.
- JS said that that was still under discussion with Ministers, but she was a huge fan of PCCs who had the ability to galvanise activity locally regardless of what formal powers might be available.
- PCC Philip Seccombe, Warwickshire, thanked Jae for the Home Office's support in the SR for BlueLight Commercial which was making a huge difference for policing. He asked that the Home Office provide more notice of funding and more time for it to be spent – highlighting the Safer Streets programme.
- JS recognised how frustrating late bidding and funding could be and while she could not promise anything said that they would do their best.
- PCC Alison Hernandez, Devon and Cornwall, mentioned the work in Devon and Cornwall to utilise the extra capacity firefighters had to support police work. She thanked the Home Office for the effective engagement on the modern slavery strategy review and explained the intention to work with forces in the southwest to eliminate all drug dealers. She asked how best to access the opportunities and funding identified in the national strategy.
- JS welcomed the initiative in Devon and Cornwall. On the drugs strategy, the intention was to focus on different parts of the supply chain and PCCs would have a role to play. A cross government team was looking at the strategy and how it should be operationalised and how best to work with partners.
- Marc Jones noted that the NCA had had an exceptional leader in Lynne Owens, and it was imperative that the next one was equally as good. He also noted that while reducing homicide was really important, four to five times as many people died on our roads, and he hoped that the funding formula review would support those with huge road networks so that more could be done to tackle that problem.

Approved/Agreed Actions:

- Jae Samant agreed to come back with advice on how best PCCs could engage and access funding in relation to the drugs strategy.

Item 7: Director of Public Prosecutions: Max Hill:

- Max Hill, Director of Public Prosecutions, opened his session by noting the challenges faced by the system in last 2 years but mentioned the positive contributions and progress made, drawing attention to the activity of LCJBs and the work of witness and victims' provision.
- There continue to be challenges and it is vital that we tackle these as a whole system with a shared vision. The CPS is committed to partnership working and collaboration underpinned by the shared aims of bringing criminals to justice, treating victims well and keeping the public safe. Independence of individual organisations must be respected but we are all working under these principles.
- The role of LCJB Chair is in bringing partners together, with regional scorecards, when published, an opportunity to diagnose blockages in the system. The CPS is keen to work with PCCs in their role as LCJB chairs to make those meetings laser focussed on driving delivery across the system with all partners holding each other to account.
- The CPS was looking forward to engaging on the outcomes of the PCC review. While the CPS cannot be accountable to a political role they hope the review will recommend better cross system working and respect to cross system roles and upholding principles of shared CJS. The CPS want to open CPS doors and offer the opportunity to shadow prosecutors. They also want to understand the views and experience of PCCs, and gain their insights into interactions with the public.
- The key challenges for the CPS are:
Court Backlog: Shared concerns on backlog, there needs to be more sitting days. The CPS are working with partners on this however there also needs to be increased resource across the system to improve outcomes. OOD should be used where appropriate and a recognition that the best outcomes for victims aren't always through courts.
RASSO: CPS are determined to drive up rape cases going to court, to tackle victims attrition and to ensure

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all victims are supported. CPS have published an ISVA framework to support a consistent approach for victims, and worked with the police to launch innovative practices to prioritise early patronship working. Case file quality is important but early advice and disclosure is key.

Through Operation Soteria, a joint action plan and additional pilot approach in the South East CPS are demonstrating a commitment to improvement. PCCs have the power to prioritise RASSO locally in Police and Crime Plans and commissioning which will support us all in rebuilding public confidence.

VAWG: In the face of wider VAWG issues being under the microscope, renewing and restoring public confidence must be a commitment. CPS are working with the NPCC on the best approach to tackling the spectrum of offenders. DA must remain in focus. Charging for this remains high - exceeding 70% of referrals received but CPS have seen a steady decline in referrals received – and are encouraging police to take early advice on this.

Scorecards: We have used data in this way before such as the rape data tool (developed with Avon and Somerset police - providing insights into attrition points) and shows clear value in joining up data and identifying blockages so strategies can focus on shared priorities and joint actions to address problems.

Victims' services: CPS are determined to do better in communications and are working with courts/police on use of section 25 (clearing public gallery for vulnerable or intimidated victims). MH encouraged PCCs to consider if there are enough remote evidence sites in local areas so s.25 is not needed.

Disclosure: DG6 is causing resourcing issues for policing, however CPS bought it in in direct response to AG guidelines and were duty bound to include it. CPS will work with the police to overcome these challenges. Ultimately achieving appropriate level of file quality will achieve the best outcomes for victims.

- In summary, we all have the same aims - criminals brought to justice, victims supported and public kept safe. CPS is collaborative partner in the system.

Q & A:

- PCC David Lloyd, Hertfordshire, asked could CPS pay towards the secretariat of LCJBs as other agencies do? DG6 is causing a lot of issues, could we get around this at first advice level as a quarter of files do not go further than this? 28 days for charging advice seems too long and causes delays in the system.
- MH: CPS attendance at LCJBs is strongly encouraged however due to the separation of powers and the need for independence the CPS will not be able to pay to support them. The CPS is awaiting the refresh of the guidelines, the Minister might make positive suggests on information flow. However, the scorecards put pressure on timelines and we must hold each other to account but quality is key, we cannot deliver for victims if we produce cases that do not stand up to scrutiny in court.
- On charging advice, the Charging Transformation Board, including representation from 12 forces culminated in a letter on December 16th agreeing how CPS and Police deal with cases. Threat risk and harm analysis is undertaken. Where an individual represents risk to society or their victim they will be a red case and a decision made within 3 hours. Where those factors are missing, the maximum period is 28 days, much is done within a shorter timeframe. MH's team will share the letter with the PCCs.
- PCC Alison Hernandez, Devon and Cornwall, asked what support PCCs could give to working with regional CPS leads? Would establishing regional LCJBs support them to attend? What can we do to encourage community impact statements are facilitated and timely?
- MH advised CPS encourages all Chiefs to attend regional and local CJBs so the structure is up to PCCs. Impact on the community is close to what we look at on the code test so depending on crime type it is important.
- Deputy Mayor Sophie Linden, MOPAC, noted Operation Soteria is very important in terms of improving policing but we are disappointed by the CPS response. The CPS has not undergone the same academic research as forces. Can CPS areas attached to forces undergo the same level of scrutiny? She offered to meet to discuss victim services and views on communications.
- MH advised we have not engaged in academic research however, we need to think of the task of the prosecutor at the point of charging. Where academic research has been helpful it is on how to join the dots. It is not that we are without scrutiny. Operation Soteria is by no means finished and CPS will continue to engage. MH also advised the CPS had commissioned research on communications, with a digital road map for victims on what to expect from the CPS.

Approved/Agreed Actions:

- The DPP offered PCCs an opportunity to shadow prosecutors if they wished to do so.
The DPP offered to circulate the Charging Advice letter of December 16th to all PCCs.

Item 8 AOB:

- Marc Jones, APCC Chair, established there was no other business, thanked PCCs for attending, and closed the meeting.