

**APCC General Meeting Minutes: Day 1:  
Wednesday October 12 2022**

**1. Welcome and Introductions – APCC Chair PCC Marc Jones**

- PCC Marc Jones, Chair of the APCC, welcomed PCCs to Day 1 of the General Meeting.

**2. Delivering Safer Communities and Excellence in Policing - Serious and Organised Crime: PCC Donna Jones**

- PCC Donna Jones (DJ), APCC Serious and Organised Crime Portfolio Joint Lead, updated PCCs on the work of the portfolio and the changing SOC landscape. DJ then welcomed Graeme Biggar as the new Director General of the NCA and Steve Jupp as the full time NPCC SOC Lead to the meeting. DJ also noted the new ministerial structure, with Jeremy Quin, Minister of Policing, focusing on VRUs and how this overlaps with the SOC landscape.
- Graeme Biggar firstly talked about the current threat crime landscape, noting that online threat is increasing, manifesting mainly in child exploitation and online fraud as forms of cyber-crime, and detailed the NCA response. He noted that analysis shows that whilst the response is becoming more effective, the reality is that SOC is rising. An upstream approach in tackling crime is needed, by hitting the people behind the crime and ultimately taking the demand away from forces. This approach will inevitably be more online too. Work needs to be done with intelligence agencies, the border force, other operational agencies, and policy departments, the private sector (particularly banking and technology sectors), as well as international partners in other countries.
- The impact this would have on ROCUs is that they will get an increase in work but in the long term workload would decrease. It was also important to share intelligence between the police, ROCUs and the NCA, and to assess where capabilities best sit, by looking at issues collectively.
- Steve Jupp then clarified his role as being to support PCCs and Chief Constables to deliver reform to the SOC response in the UK. He noted that the majority of impact in SOC is made by local policing and there is a need to improve effectiveness at a local level. He is also interested in how he can support ROCUs in their development. He noted that the ROCU network is not a network as such yet, but there is ambition for the NPCC to assimilate the ROCUs, which will help spending money, effectiveness, and performance. This will be a focus of the reform.

**Q & A**

- PCCs then raised the following as issues for the NCA and the NPCC to address in this area:
  - PCC Chris Nelson - the classification of cannabis as a Class A drug.
  - PCC David Sidwick - the relationship between ROCUs and the 10 year drug strategy.
  - PCC Alison Hernandez - modern slavery and how this is linked to drug crime.
  - PCC Katy Bourne - NCA Tasking and disseminations to local forces.
  - PCC Jeff Cuthbert - the relationship between the NCA and Welsh forces/government.
  - PCC Mark Shelford – the need for consistent messaging on fraud.
  - PCC Caroline Henry - key questions for PCCs to ask Chief Constables and ROCUs on SOC.
  - PCC Dafydd Llywelyn - Intelligence flow.
- DJ closed the session noting the need for the NPCC, the APCC and the NCA to provide a powerful voice on collective issues and to work together to impact on debates and alignment. She noted the importance of communications with the public in raising awareness of the signs and harm of SOC and how to report them. DJ also encouraged PCCs to ask their Chief Constables for an update on their SOC threat picture and response both locally and through the ROCUs, which could be informed by the NCA tasking requests.

### 3. Securing Innovation and Investment – Supporting our communities to thrive Road Safety:

#### PCC Katy Bourne

- PCC Katy Bourne (KB), APCC Road Safety Portfolio Lead, set the scene on how the APCC has grown over 10 years, since the establishment of PCCs. She highlighted the benefit of the APCC by creating a national voice, and cited examples including the Policing Protocol and the Pet Theft Survey, which changed policy through legislation.
- KB advised the policy around road safety and roads policing has changed considerably since 2019, with the APCC playing a crucial role in establishing the first Thematic Inspection of Roads Policing in over 20 years. This report highlighted over a dozen recommendations in Roads Policing, which the APCC was able to disseminate across OPCCs to support them in holding their forces to account in swift adoption and delivery.
- Since the HMICFRS Inspection into Roads Policing, 42 Police and Crime Plans across England and Wales have made specific reference to road safety, previously 16. Within the last year, 32 Police Forces across England and Wales have increased Roads Policing Expenditure, with a considerable number using their police precept to increase roads policing capability and explore road safety partnerships. All this work was supported by the APCC Portfolio.
- KB provided further examples of how the APCC has influenced policy, through engaging with the Home Office Police Powers Unit to review the National Driver Offender Retraining Scheme (NDORS). Work is ongoing via the portfolio, to create a more transparent and effective process for offender retraining schemes, through the amendment of legislation – a huge step change which will see PCCs having full access to millions of pounds of funding per annum.
- The portfolio continues to share good practice on revamped Road Safety Partnerships and being the voice nationally to influence policy. KB gave the example of the 2020 APCC Road Safety Survey which received over 66,000 responses and used the voice of the public and PCCs to influence change.
- The APCC Road Safety Portfolio is a member and advisor to the Home Office and Department for Transport Roads Policing Review – a strategic review into wider roads policing and road safety. In recent months the portfolio has helped shape national pilot projects. KB gave examples of the 9 Pilot Projects, including a pilot into ANPR Evasion, a £3 million pilot funded by the Department for Transport to test weaknesses in ANPR evasion and invisibility to detection, and the RADAR/Persistent Evaders pilot which is reviewing capability across the DVSA, the DVLA and policing to streamline data sharing. KB advised that the APCC is at the centre of this review and providing a key advisory role.

#### Q & A

- PCC Angelique Foster stated that Derbyshire has now revived their road safety partnership across the county, as there had been a lack of strategic direction and objective.
- PCC Philip Seccombe asked about closer working relationship with Highways and requested this be raised between the APCC and LGA Chairs.

**Action:** APCC Chair to raise closer working relationship with Highways with the LGA Chair at their next meeting.

#### Safer Street Funding: PCC Festus Akinbusoye

- PCC Festus Akinbusoye, APCC Prevention Portfolio Lead, provided an overview of Round 4 of the Safer Streets Fund, and highlighted the portfolio's early work to gather PCC views to inform this round's focus, criteria and timeline and effectively reflecting this feedback to officials. Round 4 focuses on preventing VAWG, ASB and neighbourhood crime, with a total pot of £75 million available to PCCs, local authorities and civil society organisations to apply for.
- PCC successfully secured nearly £34 million (noting that PCCs also had considerable input to bids led by other parties), with 40% of PCCs' bids focusing on ASB. The Home Office reported an underspend with this round and the Prevention Portfolio understands remaining funds have been maintained by the department for similar policing activities.

- From the week commencing 17<sup>th</sup> October, the Prevention portfolio will lead a week long social media campaign to promote 10 years of PCCs with a focus on Safer Streets. The portfolio will take a proactive approach and work with PCCs to deliver a *temperature check* on progress of their Safer Streets projects with the aim of an early identification of barriers to delivery that could see funding returned to Treasury.
- Finally, the Prevention portfolio is aware that future rounds of the Safer Streets Fund may be at risk. The portfolio leads will write to the Home Office to seek an update, emphasising the benefits of the fund and how it has enabled PCCs to work in partnership and deliver prevention activities.

## **VAWG and Victims: PCC Donna Jones and Deputy Mayor Sophie Linden**

- PCC Donna Jones (DJ) and Deputy Mayor Sophie Linden (SL), APCC Victims Portfolio Joint Leads, provided an update on successful funding bids, the securing of some brilliant opportunities and new innovations. Portfolio Leads also reported that the new Minister for Safeguarding in the Home Office is Mims Davies, and for Victims in the MoJ it is Rachel Maclean. Leads are convening meetings with them to discuss how we can support each other.
- Core funding: Over the summer the government increased this year's core funding by £6 million. Though unconfirmed for the next 2 years, it still represents an increased investment in services and across all areas, with each PCC taking the full amount offered. As the next Spending Review approaches, it is key that PCCs demonstrate effective investment of these funds, both through qualitative feedback and data. Leads want to ensure investment going forward, and are already engaging with the MoJ to discuss how this can be achieved.
- Additional funding: Many members were successful in their bids for the previous Safety of Women at Night Fund and the Safer Streets Fund. Additional funding around the issue of violence and women is now open and closes in November and PCCs were requested to let the portfolio lead know if they are intending to bid.
- DJ illustrated that Hampshire were delivering the Safer Streets Fund in partnership with Portsmouth and Southampton City Councils, maximising every opportunity available to invest in preventative measures to help women and girls feel safer in our local communities. This includes:
  - Delivery of Mentors in Violence Prevention programmes in educational establishments, enabling more focus on underlying issues and enabling young women and men to break free of traditional stereotypes.
  - Community in motion, targeting key professions to develop a positive bystander model to equip them with knowledge and awareness around sexual violence that can be delivered to Night Time Economy (NTE) venues, hospitality locations and key organisations servicing the NTE.
- The Domestic Abuse and Sexual Violence Funding was also announced at the start of the summer. Many PCCs are delivering both essential and innovative services here. For example, Hampshire is delivering the Lotus residential programme for adults, delivered by Community First is an alternative to traditional counselling for victims of childhood sexual trauma.
- Operation Soteria: At a recent General Meeting the funding of Phase 2 of the Operation Soteria Programme was raised. After some quick lobbying, the APCC secured the expansion and the programme is now underway across these areas. Those in the programme who want to be in contact with one of the Academics, were encouraged to advise DJ, who has been feeding back to Maggie Blyth that what policing needs is some recommendations as to how to manage this through dedicated RASSO/DA teams.
- Victims 'In Focus' Publication: In November the APCC plan to publish a Victims 'In Focus'. 3 key areas have been selected: use of core funding to provide quality service for victims, innovative services, and advocating for victims and hearing their voices. PCCs were asked to read this publication to see the wide range of work ongoing.
- Victims Bill: This is key. Pre-legislative scrutiny has been completed and the MoJ's response is due to be published by December. Leads support the Select Committee's recommendations to strengthen the Bill and to put victims' interests at the heart of the legislation. The timeline of the Bill is unconfirmed. The first reading may be

October/November, or the MoJ may wait until the next parliamentary session. Members were encouraged to read the Justice Select Committee's report and provide feedback to the APCC as soon as possible.

- Barrister Strikes/court backlog – impact to services: It's positive that the Bar Strike has ended, however it is compounded by the bigger issue of the court backlog, the impact on victims and witness and service provision. Some services are stretched for a number of reasons and Leads are keen to explore how to improve the situation, and lobby government to provide support. Leads will join up with PCC David Lloyd and PCC Emily Spurrell in the APCC CJS portfolio to clearly understand the position nationally and develop a strong ask of government.
- NPCC/APCC VAWG Partnership Plan and wider work: Leads have been working closely with our NPCC VAWG Taskforce colleagues and Maggie Blyth on the creation of a Joint VAWG Partnership Plan. This plan looks to continue the work many PCCs have already started through their local forums, bringing together partners from sectors including health and education to tackle VAWG in a public health approach. This plan centres on 3 priority areas: to protect our young people in educational settings, to improve our response outcomes for victims of VAWG, and to enshrine women and girls' rights to safe spaces. The statement of intent for this plan will be launched at the APCC/NPCC Summit.
- Leads continue to work closely with the NPCC and will attend their 'one year on' VAWG conference where they will raise the importance of continued partnership working between policing and PCCs. The NPCC plans to publish several important reports in addition to the partnership plan in coming months:
  - VAWG Misconduct Report, due to be published 22<sup>nd</sup> November
  - VAWG Baseline report, due to be published 22<sup>nd</sup> November
  - VAWG APCC/NPCC Partnership plan, due to be published 22<sup>nd</sup> November
  - VAWG Strategic Risk and Treat Assessment (STRA), due to be published Spring 2023.

## Q & A

- PCC Jeff Cuthbert asked about the impact of the Victims Commissioner resignation and the timeline on reappointment. DJ replied the advert for the position has closed and the MoJ will be planning to appoint.

## Serious Violence: PCC Simon Foster and PCC Steve Turner

- PCC Steve Turner (ST) and PCC Simon Foster (SF), APCC Serious Violence Portfolio Leads, provided an overview on how the Serious Violence Portfolio have been securing investment and an update on its activity.
- On VRU funding, ST confirmed that earlier this year VRUs were awarded a 3-year funding settlement, for the 18 original VRUs as well as 2 additional VRUs in Cleveland and Humberside. ST encouraged any forces without VRUs to put a case together and offered to support.
- Regarding the Home Office funding to tackle homicide, ST recognised that while it is not a massive fund, noted that the Home Secretary has reiterated homicide as a priority and released an open letter stating new targets to reduce homicide rates by 20%.
- On the Serious Violence Duty, ST and SF have been engaging with the Home Office through both the APCC consultation response and 1 to 1 engagement advocating for funding to support the additional obligations that this new duty brings, and for this funding to be channelled via the APCC. These asks were both accepted by the Home Office, and all PCCs should have received a letter from the Policing Minister outlining 3 years of indicative funding for them.
- SF provided an overview of what the Serious Violence Duty means for PCCs. PCCs, whilst not a named statutory partner under the Duty, have an important convening and monitoring role. Final guidance and secondary legislation, soon to be published, will clarify and strengthen the role of PCCs in respect of this Duty.

- SF informed PCCs of a session which the Portfolio will be running for OPCCs with the Home Office funding team on the 31<sup>st</sup> October to help understand the funding allocation formula and application process.
- In discussion, Marc Jones noted that the Home Office are keen to measure the reduction of serious violence but that there is work to do with what PCCs want measured in this area. This portfolio will be important in supplying the Home Office with accurate data and MJ is happy to discuss this with the portfolio in the future.

## **Addictions and Substance Misuse: PCC David Sidwick and PCC Joy Allen**

- PCC Dave Sidwick (DS) and PCC Joy Allen (JA), APCC Addictions and Substance Misuse Portfolio Joint Leads, focused on the Government's 10 year drug strategy and its commitment to invest £3 billion on implementation by 2024. With half of homicides and acquisitive crimes drug related, the portfolio leads highlighted their desire for PCCs have a real say in how this new funding is invested locally, to ensure it aligns with local priorities.
- On investment, the portfolio lobbied to ensure that the PCC role was highlighted in local implementation guidance, leading to PCCs being put at the top of the list for potential Senior Responsible Officers (SROs) for the newly established Local Combatting Drug's Partnerships. DS asked PCCs to ensure they are directly involved in these meetings, to get the levers working in the right way.
- The portfolio surveyed OPCCs over the summer to find out how these new partnerships are progressing and have used that feedback to inform the government. If there are any more barriers, PCCs are asked to contact either DS or JA so that they can relay these back to them in their regular meetings with officials.
- DS highlighted that the portfolio has worked with the Office for Health Improvement and Disparities to run 2 workshops for lead officers so they can access the National Drug Treatment Monitoring System (NDTMS).
- The portfolio is also pulling together a 'checklist' of things that PCCs may want to consider locally as they develop their Local Combatting Drugs Partnerships. One top tip was to consider a whole ecosystem of subgroups, supported and being tasked by the Partnership itself. PCCs should look into how this would work locally.
- On innovation, DA drew attention to Dorset's Youth Justice Intervention. Its aim is to keep young people out of the CJS by offering a level of intervention that changes behaviours. There are 5 levels to the intervention, working with other agencies to offer substance misuse services to that young person and their whole family, if needed.
- JA highlighted Durham and Darlington's Womens' Recovery Academy – a 12 week programme for women who are no longer taking illicit substances. The programme is based on the latest evidence to achieve recovery and focuses on motivational, and cognitive recovery, peer-to-peer support; and has been successful in bringing families back together.
- JA also mentioned Durham and Darlington's Naloxone programme. Funded by the Supplementary Substance Misuse Treatment and Recovery Grant within Public Health, they have been able to give Naloxone to partners in their Local Authority Public Health Team, Durham Constabulary and Durham County Council. They have started to introduce it into custody suits, offender management teams and roads policing units, and response officers who have all been trained to use Naloxone.
- The next APCC In Focus will be on the Drug Strategy, and the portfolio will issue a call for evidence.

## **Q & A**

- PCC Emily Spurrell enquired about Project Adder match funding/capacity and asked this be raised with officials.

## **4. Being a National Voice:**

**Local policing and Community Safety Partnership consultation: PCC Steve Turner and PCC Jeff Cuthbert**  
**Community Safety Partnership update: Community Safety Partnership Update:**

- PCC Jeff Cuthbert (JC) and PCC Steve Turner (ST), APCC Local Policing Portfolio Joint Leads, updated PCCs on the Community Safety Partnership (CSP) review. ST explained the background of why the CSP Review has come about, following evidence submitted in the PCC Review Part 2 which raised issues about the role, function, structure, operational focus, and accountability of CSPs across England and Wales.
- The rationale into the CSPs highlighted several key areas which need to be addressed, including:
  - Relationship with key partners
  - Funding and structure of CSPs
  - Limited accountability and governance arrangements for CSPs
  - Inconsistency in delivery of CSP activity
  - Evidence from partners of lack of guidance
  - Difficulty in coordinating effectively
- The CSP Review was planned to launch in May 2022, however the Home Office paused consultations and new policy during the transition of a new Prime Minister. The CSP Review is now anticipated to launch before the end of the calendar year, with scope for outcomes to the review in the Spring of 2023.
- ST updated on the scope of the review, including the 5 key themes:
  - Purpose and responsibility of CSPs
  - Effectiveness of CSPs in identifying and responding to public concerns
  - Whether CSPs can discharge their functions effectively and are the right partner organisations represented
  - Extent to whether CSPs are delivering on the priorities of PCCs and Government
  - The effectiveness of the current monitoring, transparency and governance arrangements
- The consultation was originally expected to run for 6-8 weeks, however it may be shortened due to timescales. Several PCCs pushed back on the timescales, stating there needs to be adequate time to respond and provide evidence. The APCC are pushing back and recommending appropriate timescales.
- JC raised differences in Wales compared to England, and highlighted the structural difference, with Wales having Public Service Boards, where policing works very closely with devolved public services as required by legislation. All devolved public services are required to observe the Well-Being and Future Generations Act (Wales).
- The APCC has created a CSP OPCC Working Group, and a specific group for Wales, to help identify challenges and evidence ahead of the launch of the CSP Review. 14 OPCCs are currently represented.
- ST gave an overview of the APCCs intentions for next steps, including a CSP Questionnaire for PCCs/OPCCs to complete to help build the APCCs understanding on arrangements for accountability, governance and structure.
- The APCC is actively engaging with the Local Government Association (LGA) and the Welsh LGA on the CSP Review, as well as other areas of the Local Policing Portfolio. There will be a joint LGA/APCC Community Safety Partnership Conference on 14<sup>th</sup> December, with further details to be shared imminently.

## **Contact Management and 101 Performance Tables**

- JC gave a brief update on the expected Home Office 101 League (Performance) Tables, as set out in the Beating Crime Plan. Following consultation and input from the APCC, including JC and Alun Michael, collaboratively with the NPCC, the Home Office have decided to postpone the rollout of a 101 League Table, as originally planned before March 2023. JC, Alun Michael and ST are members of the 101/999 Contact Management Steering Group, chaired by the Home Office, which aims to develop and deliver the 101 Performance Table, as it did with the 999 Performance Tables in May 2022.
- The plan was to improve the responsiveness of local policing to 101 calls and ensure re-connectivity with the public. In response, the APCC and NPCC worked with representatives from the Home Office, HMICFRS and



Telecommunication Providers to consider the practicality of a performance table (similar to the 999 Performance Table) for the 101 service. This proved to be a much more complex task for a range of technical, structural and functional reasons – as well as the issues around the recontacting of the 101 service.

- In discussions with the Home Office, the APCC and NPCC concluded that the criteria sought for a practical 101 performance table could not be met without leading to perverse outcomes. The APCC and NPCC expressed a desire to continue to work with the Home Office as they seek to update and refresh the non-emergency contact.

## **An update on Legally Qualified Chairs: PCC Giles Orpen-Smellie**

- PCC Giles Orpen-Smellie (GOS), APCC Transparency and Integrity Portfolio Lead, provided an update on Legally Qualified Chairs (LQCs) following recent cases of LQCs being summoned to court to provide evidence following misconduct panels.
- The main issue is whether the PCCs should extend current the temporary indemnity that PCCs provide to LQCs and other police misconduct panel members to cover a new witness summons issue. The indemnity wording had been provided by the National Association of Legally Qualified Chairs (NALQC) and approved by APACE at a meeting attended by GOS and Deputy Lead Alison Lowe, and was circulated on 11<sup>th</sup> October in GR 120/2022.
- Since the last General Meeting, the Supreme Court refused to hear the Eckland case, which is now closed. However, a new case is being prepared to test where liabilities for police misconduct panel decisions should lie.
- GOS summarised a new development whereby an LQC was summoned by the Employment Appeal Tribunal to give evidence on how a misconduct panel arrived at its decision. While this case was resolved when the Chief Constable's lawyers withdrew the witness summons, more test cases are anticipated.
- As a result, LQCs are concerned about costs under personal liability, with NALQC advising members not to accept cases without an indemnity specifically covering this risk. The APACE recently surveyed all OPCCs which found that of 373 current cases nationally, almost half do not have LQCs allocated, and the situation is at critical levels in some regions, with no LQCs willing to sit.
- NALQC have asked whether PCCs would consider extending this cover to include witness summons. GOS noted this is for individual PCCs to decide upon but that it would be useful for an agreed APCC response for engaging with the Home Office.
- GOS raised concern that PCCs providing indemnity is a sticking plaster to the problem which encourages inaction from the Home Office. It was also noted that the Home Office's solution to the immunity question appears to be to legislate to make mandatory the temporary indemnities currently provided by PCCs (currently on a voluntary basis). Consequently, this would add cost pressure to PCC's budget. Additionally, there is concern over insurers not extending coverage on this in the East region, meaning extending indemnity would be a risk to the OPCC.

## **Q & A**

- PCC Philip Secombe asked whether PCCs need to continue budgeting for LQCs, and what GOS thinks will happen on who should oversee police misconduct hearings. GOS replied the Home Office has 2 options, either they make PCCs indemnify, or they 'lift and shift' the responsibility to Chief Constables, which does not require legislation.
- He noted that they need to make the decision quickly and other options under consideration might take too long.
- GOS, in response to the budgeting question, replied that it depends on how many cases each area has, and noted the unlimited awards given by the Employment Appeals Tribunal, the question of legal representation, and the issue of insurers, who are unlikely to cover the witness summons issue.
- Lucy Yasin, Head of Governance and Compliance at the British Transport Police Authority asked whether there is a plan or protocol for ETs in the same way as we have in judicial reviews? GOS replied that a protocol has not yet been considered, and the only thing discussed so far is the wording in GR 120. It was noted that it is difficult to progress this issue whilst the Home Office are not engaged, and that it would be logical to have a protocol.

- PCC John Campion suggested that whilst he was in support of providing indemnity within limits, that going forward, he would not want an interim step and instead a decisive step is needed. GOS agreed.
- PCC Mark Shelford asked whether data has been collected from when the LQCs took over from the Commanding Officers and its effect? He also noted his support for Chief Constables to return to overseeing police misconduct panels. GOS advised that there is no formal evidence, and suggested he draft a letter for the Board, asking the Home Office to undertake a review into outcomes since LQCs started to chair misconduct panels.

**Action:** MJ advised that the APCC Board would consider whether to recommend that PCCs should extend the current temporary indemnity provided to LQCs and other police misconduct panel members.

## **5. AOB and Close**

- Marc Jones thanked PCCs for their attendance this afternoon, asked PCCs to send in any items for the next General Meeting to the APCC, and in the absence of any AOBs closed the meeting.



## APCC General Meeting Minutes: Day 2: Thursday October 13 2022

### 1. Welcome and minutes of the last meeting – APCC Chair PCC Marc Jones

- Marc Jones welcomed PCCs to Day 2 of the General Meeting. The minutes of the last APCC General Meeting on July 13<sup>th</sup> and July 14<sup>th</sup> 2022 were agreed as a true record.

### 2. APCC Strategic Issues

#### Chair's update on the APCC: APCC Chair PCC Marc Jones

- APCC Chair Marc Jones (MJ) updated PCCs on the recent work of the APCC including a productive meeting with the Home Secretary prior to the General Meeting and the appointment of the new APCC CEO. Further recent developments have included work on the Policing Protocol, the PCC Review and VAWG, regular meetings with the LGA, and the forthcoming Summit with the NPCC in November.

#### Introduction to the new APCC Chief Executive Phil Golding: APCC Chair PCC Marc Jones

- Phil Golding introduced himself to PCCs and outlined his background of nearly 30 years of experience in the Justice sector. Phil was keen to begin his role and to get out and see PCCs early on as well as reviewing if the Association is delivering what its members want and providing VFM. Phil was also keen to develop the 'And Crime' part of the PCC role further.
- PCC Alison Hernandez highlighted Phil Golding's interest in evidence-based practice and data in particular.
- PCC Jeff Cuthbert (JC) as Chair of Policing in Wales invited Phil to visit the 4 PCCs in Wales.

#### BlueLight Commercial: PCC Matthew Scott

- PCC Matthew Scott (MS), Chair of BlueLight Commercial, thanked all those who attended the BlueLight Commercial AGM on 30<sup>th</sup> September which had been a great opportunity to see just how much the organisation was involved in, from launching new frameworks and contracts for Fleet Vehicles, continuing to support the delivery of PPE to front line teams, the developments on Contingent Labour, and the creation of a National Dynamic Purchasing System for the next generation of Physical Forensic Services.
- MS welcomed the election of PCC/Deputy Mayor Directors including Alison Lowe, Phillip Seccombe, Katy Bourne, John Dwyer and Joy Allen to the BlueLight Commercial Board.
- MS noted that an update on the Company's activities had been included with the papers for the meeting but highlighted a few things in particular:
  - The Annual Plan published in July and the Annual Report and Accounts published in September set gave a good feel for all the work the Company was involved in.
  - On fleet, savings of £3.1 million were achieved for Forces and other organisations on vehicles in Q1 of 2022/23 through the BlueLight Commercial call off contract. BlueLight Commercial were working closely with manufacturers to ensure that despite shortages in vehicles the emergency services get priority over others.
  - PCCs may have seen the update on BMW and the fact that they were back tracking over entering into a standstill agreement and so the matter had been escalated to the BMW Group in Germany.
  - On forensics BlueLight Commercial were acting as the contracting authority and commercial lead for the Physical Forensics Dynamic Purchasing System (DPS) which was now live with the first 5 suppliers. The first competitions against the DPS with the 16 early adopter forces had now concluded and contract awards were now underway.
  - On contingent labour, BlueLight Commercial was working with Adecco to onboard the first groups of customers to the framework which included North Wales, Leicestershire, Derbyshire, Lincolnshire, and Nottinghamshire.
  - In terms of the Home Office savings targets, the cashable efficiency savings target for 2022/23 was £24 million and as at the end of July savings achieved were just over £13 million.

- MS noted that at the BLC bi-annual planning event the previous week he had seen new software demonstrated that will allow the company to provide much more detail on what PCCs were saving as a result of the work of the company and what they could have saved had they joined in with the contracts negotiated for policing. Finally, MS commended the company for winning the prestigious CIPS Excellence in Procurement Award for a small organisation. A major achievement given that BLC had been set up only two and a half years ago.

## **Police Digital Service (PDS): PFCC Stephen Mold**

- PFCC Stephen Mold (SM), PDS Chair, provided an update on the work of the PDS. He noted there was a separate discussion on Delivery Landscape Reform later in the meeting which linked to the future development of the PDS as a delivery vehicle for national IT services.
- PDS financials continue to perform well during this year. PDS is now delivering against £38.6 million of Home Office grants across a number of major programmes. Debt is well under control with 97% of Commercial debt and subscriptions collected to date. The significant ramp up of resources is nearing the end for now – with 69 vacancies filled since the beginning of the financial year. For a company of this size, and in the current market, this is a significant achievement. The company has 2 internal audits running at the moment – into People and Culture and Risk Management. These audits will help to improve performance and the Board looks forward to seeing the outcome of this activity and will be monitoring the company's response through the Nominations and Remuneration and Audit and Risk Committees respectively.
- SM further noted that the composition of the Board has been largely unchanged since 2015 and would need to be looked at as the PDS role evolved. But PCCs would always own it. Above all, PDS was demonstrating a track record of success with the programmes and services transferred over in the last 18 months performing well. The Home Office were now looking to transfer over other national IT services, so this was a real success for PCCs.
- In response, PCC Marc Jones mentioned the police productivity review being led by Sir Stephen House – this included an important strand on technology, so PDS need to be involved. PCC Alun Michael reminded members that, having been created by the Home Office, the former Police ICT Company had been in some difficulty until being rescued by PCCs some years ago (and this was possibly worth reminding Home Office in discussions about future support for PDS).

## **Finance and Funding Formula: PFCC Roger Hirst and PCC Alan Billings**

- PFCC Roger Hirst (RH), APCC Finance Lead, noted his thanks to PaCCTS and APCC for work they had conducted to illustrate pressures:
- Pay review: An extra £350 million on top of the overall PUP which was quite an achievement.
- PUP: Continued dialogue with the Home Office on this matter as a number of forces are challenged on delivery. Other forces are at or above the PUP target.
- The key is sustainability, but the aim is to reach the high-water mark by 31/3. RH referenced the £20k per additional officer payments/offer over the PUP threshold.
- Mention was made of Rachel Watson writing to PCCs and RH urged a response to how many officers each force is on target for. 25% of total PUP is retained currently and if the target is missed a certain amount is retained. The Home Office noted that this is in the grant agreement but the final decision on the matter will be a Ministerial one. RH posed the question to the Home Office that if you are a force who have missed the target but you subsequently make it, is there then a new baseline? The Home Office are expected to respond shortly.
- Funding Formula Review: The Home Secretary and Policing Minister have confirmed that they want this progressed. The next meeting of the Police Funding Formula Review (PFFR) Senior Sector Group (SSG) is in November and the APCC Reference Group will add comments to feed into the meeting. It is about how we divide the pie and transition is the key. Resources must be better allocated to where they are required.
- There is insufficient evidence on seasonality and sparsity and although the deadline is up – the Home Office are still accepting supplementary information – RH urged PCCs to submit if they have not done so already.

- Productivity Review: RH referenced the Productivity Review being conducted by Steve House – and the need for a briefing on it which will be shared with PCCs.
- MTAs (the process by which we pay for tech programmes): RH argued for flat cash but got down to 5% which is good news.
- Overall budgets: RH thanked PaCCTS for the work they've conducted in this space. Leads were asked to find £140 million for next year – still have a £48 million gap on pay and also lots of additional cost pressures for next year. Overall, in pay and other this stands at £161 million (this was over the summer but will keep this on review). HMT are aware and RH and AB are making a strong case to them.
- RH noted that several underspends have gone to pay for the Home Office contribution to the pay award.
- Dates: The next finance meeting of the APCC/NPCC/HO is happening just after the 31<sup>st</sup> October fiscal/OBR event. The Settlement is expected at the usual time of mid-December.

## Q & A

- RH reiterated that HMT are not clawing back the NI money for this year, but obviously will for subsequent years.
- PCC Katy Bourne referenced the £50 million plus an additional £50 million in tech underspends and RH stated that the £50 million came through in July and on the other £50 million they are lobbying for it to go back into the pot to address inflationary pressures.

## NPAS – Strategic Board and Transition Board: PCC Lisa Townsend and PCC Ben Adams

- PFCC Ben Adams (BA), Chair of the NPAS Transition Programme Board (TPB) provided the update. The TPB is considering options for future delivery of police aviation and finding a solution. The TPB reports directly to the NPAS National Strategic Board (NSB) and both boards meet soon. The TPB meets on 17<sup>th</sup> October and the NSB on the 19<sup>th</sup> October.
- The TPB is composed of BA as Chair, a Chief Constable (again from the NSB), the APCC, Home Office, BlueLight Commercial and others. The TPB have recently appointed a programme director, Rod Brown, who is entirely independent in his approach and BA invited PCCs to speak to him. The TPB is funded wholly by NPAS Transition money which originates from the Home Office.
- There are tight timescales. The options must be shortlisted by January 2023 and from that shortlist, one option must progress in June 2023. There is then one year to implement it.
- BA referenced the 3 Fs – Funding, Fleet and Future technologies – all of which must be considered throughout.
- Fleet replacement is fundamental and good governance must follow.
- BA mentioned the Section 22a and how it might be amended.
- BA encouraged all PCCs to work issues through their regional reps and where this was not happening to speak directly to him.
- The APCC Chair advised that he is now the PCC rep on the NSB for the Eastern Region.

### 3. APCC Key Issues:

#### Message from the Home Secretary/Discussion facilitation: APCC Chair PCC Marc Jones

- In her video message, the Home Secretary said she was looking forward to meeting PCCs and engaging further. She stated the vital need to restore public confidence in the police by getting the basics right, including a return to 'old-fashioned' policing.
- Burglary, ASB, drugs and supporting victims were among her outlined priorities, and she reiterated the Government's aim to cut crime by at least 20%. In addition, the Home Secretary stated she was grateful for PCCs support of the Beating Crime Plan. She also noted the key role of PCCs in holding local forces to account, ensuring the right culture runs through every force.
- While the Home Secretary highlighted the successes of Project Adder and the Safer Streets fund, she said there is a need to push further on drug crime, ASB and vehicle crime. She also said the response to rape needs improving, and that she wanted to see every force signed up to Operation Soteria.
- She would like to see improvements to the current levels of cases being investigated and charged and would like to hear more from PCCs on this. She advised that the police will have the tools they need to respond to the changing nature of crime, including through funding for the GRIP programme, as well as extra officers through Uplift.
- Noting the 10 year anniversary since the first PCCs were elected, she considered it vital for PCCs to demonstrate their effectiveness to the public and their work to drive down crime. In particular, she highlighted the success of Operation Scorpion in the South West, and her desire to see similar examples of creative thinking and collaborative working.
- She reiterated her support for league tables and the publishing of 999 response times.
- Finally, she thanked PCCs for their work so far and reaffirmed her interest in working closely going forwards.

#### New Ministerial Team – Key Asks from the APCC

- Members reflected on the Home Secretary's message and how the APCC will respond.
- PCC Emily Spurrell stressed the importance of partnership working in any approach, noting the police alone will not be able to cut crime by 20%. She would like to see whether the Home Office can help lead work with the other national departments e.g. DHSC around mental health demand to meet the Home Secretary's targets.
- Deputy Mayor Sophie Linden raised victims as an area she would like to see given more focus, noting the important role of the police, not just MoJ.
- PCC Jeff Cuthbert highlighted the importance of partnership working with colleagues in Wales, wishing to raise devolution of the CJS in Wales with the Home Secretary in the future.
- PCC Dafydd Llewelyn raised the point of PCCs providing local accountability, noting this is an important role that must not be lost.
- Overall, members were keen to engage further with the Home Secretary, particularly as an Association, and were also encouraged to invite her on visits to their local force areas across the country.

### 4. A consistent focus on crime prevention: Evidence based crime prevention: Professor Larry Sherman/Discussion and PCC David Lloyd

- Professor Larry Sherman gave a presentation to PCCs on an 'evidence-based crime prevention' approach to policing, describing the core theory and practice, including targeting, testing, and tracking.

- The presentation highlighted the benefits of embedding evidence-based policing, including informing deployment of resources and preventing crime.
- Helpful examples to demonstrate the effectiveness of these evidence-based approaches to policing, included practices seen in Kent Police, which have maximised policing resources using Rapid Video Response (RVR).
- Further approaches to evidence-based practice shared by Professor Sherman included the Crime Harm Index, an approach that suggests all crimes are not equal and can be employed to inform resource management to target those crimes with the 'most' harm. The Professor also provided positive examples of how this approach has been used to inform police patrols in New Zealand and to inform police response to domestic abuse incidents in the Metropolitan Police Force area.
- Additionally, the merits of applying an evidence-based approach towards victim reassurance were explored, with practical examples from the Met shared to highlight the need to recognise different approaches can be applied to different crime types.
- Professor Sherman encouraged PCCs and forces to explore both academic courses available at the University of Cambridge, and to access academic literature to inform priority setting and crime prevention activities.
- PCC David Lloyd then shared his experiences of embedding evidence based policing approaches to his police and crime plan and encouraging this approach through discussions with his Chief Constable.

## Q & A

- Professor Sherman had limited time for questions however, PCCs asked the Professor what his thoughts were on police and crime plans that are without any evidence to back up said plans. He was against this approach as he noted plans always need evidence to back them up.
- PCCs also raised the prospect of deploying video calling with 999 calls and asked how this is implemented. Professor Sherman was very keen on this method and encouraged forces to use this if they can.
- Further questions led to a discussion around crime hotspots and how sometimes the police got these wrong.

## 5. Supporting and speaking up for victims of crime – Delivering Victims Hubs

- The purpose of this session was to enable APCC members to share how Victims Hubs operate in their areas with colleagues. PCC Donna Jones (DJ), the APCC Joint Lead on the Victims Portfolio, stated that this was to better help the APCC members support victims, ahead of the implementation of the Victims' Code of Practice as part of the forthcoming Victims Bill. The purpose of the session was to talk through the various options regarding Victims' Hubs, to enable APCC members to better support victims and reduce the burden on the 101-telephone service.
- DJ stated that through her office, she had reached out to colleagues across the country to find out how Victims Hubs work in their areas. She stated that she has looked closely at around 12-13 notable practice examples. DJ, alongside her Joint Lead on Victims Sophie Linden, the Deputy Mayor for Policing and Crime in London, would continue to welcome examples of innovative and notable practice from colleagues.
- DJ noted a Victims Code of Practice will be introduced as part of the forthcoming Victims Bill, and reminded colleagues that PCCs, Deputy Mayors, and other equivalents have a duty to commission victims services and ensure that forces adhere to the new code of practice.
- DJ stated that a Victims Hub can be an important means by which to improve outcomes for victims. PCCs are able to exert influence over the Hub in order to remain agile and keep abreast of victims' needs. DJ pointed out that the 2018 Victims Strategy referred to Victims Hubs, but that there had not been any further movement on this since then. She affirmed hers and her fellow Joint Lead Sophie Linden's commitment to ensuring that there is better provision for victims across England and Wales.
- DJ observed that some Hubs contain police staff only, whereas other include charities and third sector staff.

Donna stated that one of the models she thought seemed particularly effective included Independent Domestic Violence Advocates (IDVAs), Independent Custody Visitors, with all staff being able to take a trauma-informed approach. Staff are trained to identify vulnerability and risk, as well as coercive and controlling behaviour. The Hub additionally enables victims to be provided with better updates regarding their case.

- DJ advised that data collected by Hubs could be used to provide better information on performance. She encouraged colleagues to work closely with stakeholders in their areas to consider the kind of models they may wish to employ to support victims. They should consider whether a Hub would be appropriate in their area, and if so, if this should be based in the OPCC/police governance body, in the force, or as part of a blended model. She pointed out that alternatively such a Hub could be hosted by a third-sector organisation or a charity
- Colleagues then provided the following examples of Hubs in their areas:
  - In Avon and Somerset, [Operation Lighthouse](#) was set up in 2019, and involves 3 hubs- each in a custody centre -where police officers and staff work alongside investigating officers. Since the Hub's establishment, there has been a huge increase in referrals.
  - In Merseyside, they are at the end of Week 2 of their Victims Hub going live. The model there consists of police staff sitting within Merseyside police but operating separately with a 'ring of steel' around the data. They have already seen an increase in referrals.
  - The Mayor's Office for Policing and Crime (MOPAC) in London are currently in the process of working through what form their Victims Care Hub might take.
  - In Northamptonshire the [VOICE service](#) has been established, whilst in Lincolnshire there is [Victim Lincs](#).

## 6. Excellence in Policing Delivery Landscape Reform Strategy development

**Home Office Head of Capabilities Reform Unit Bethan Page-Jones and Michael Stephenson (DLRS lead) and PFCC Stephen Mold**

- PFCC Stephen Mold (SM) introduced the item highlighting that Digital, Data and Technology was a complex area with lots of challenges but also a critical portfolio in helping ensure that policing operates effectively, frontline officers are supported with the information they need, data is held correctly and shared and ultimately PCCs and Chiefs are able to deliver for the public. It was also an area which received significant funding - over £1.6 billion annually taking account of national and local activity. It was therefore important to ensure that the money was spent on the right priorities and capabilities and represented value for money.
- SM introduced Home Office representatives who were seeking to make the current system more consultative and transparent, looking at how commissioning could be improved and how PCCs can be brought into that process more and considering whether systems that were currently run out of the Home Office should transfer back into policing to improve the prioritisation of work and delivery to make it more effective and efficient.
- Bethan Page-Jones (BPJ) (Head of the Capability Reform Unit) provided the context to the development of the Delivery Landscape Reform Strategy (DLRS). The Major Law Enforcement Programme Review had come up with a series of recommendations and part of the response to them was to set up the Capabilities Reform Unit in the Home Office and to look at the future ownership and management of systems once in steady state. Work was taking place on taking a more portfolio approach, improving commissioning and working more closely and transparently with the APCC and NPCC to agree spending on new projects and programs.
- BPJ explained that the DLRS was looking at the future control and ownership of national policing programmes. It was not a new debate and had been looked at several times since the abolition of the NPJA. The difference now was that the PDS, which would be the likely home for many of the systems if moved was much larger and had experience delivering national programmes on behalf of policing.
- Mike Stephenson (DLRS lead) said that the strategy was being worked on and even if it were agreed there would need to be a detailed business case to look carefully at costs and benefits and to ensure that risks were managed and mitigated. The intention would be to move the low-risk systems first, most of which were already largely outsourced with just a handful of civil servants conducting service management. The Home Office would still need to have a role including in relation to critical incidents to allow Chiefs and PCCs to reach back into the Department for support.

- SM highlighted the potential benefits including improving national and local interoperability and connecting systems which would improve delivery to the public and provide better vfm. PCC Roger Hirst (RH) saw the potential benefits with shorter information chains and greater responsiveness. He thought we should get started on this route and move the more obvious systems over quickly so that it could be proven to work. But RH noted there was a piece of work to do on what the call on PCCs would be if additional funding were required by PDS.

#### **Q & A**

- PCC Alison Hernandez asked about next steps and whether the final proposal would go to PCCs individually or to the APCC Board. SM said that there would be further work on a proposal that can be agreed with policing, taking account of the feedback from PCCs, Chiefs and others. The Home Office would keep the APCC involved and informed of progress and there was an opportunity to bring it back to PCCs at the next General Meeting in January, ahead of discussion/agreement at the Strategic Change and Investment Board (SCIB). RH noted that while formally it was a decision for the Home Secretary and the PDS Board it was only likely to go forward if all supported it.

#### **7. AOB and Close**

- APCC Chair Marc Jones thanked PCCs for their attendance this afternoon, asked PCCs to send in any suggested items for the next General Meeting to the APCC, and with no other business, closed the meeting.