

APCC STRATEGIC PLAN 2022-24

SUPPORTING OUR MEMBERS TO HAVE A STRONG
NATIONAL VOICE ON BEHALF OF THEIR COMMUNITIES

THE APCC IS THE HOME OF POLICING GOVERNANCE

APCC STRATEGIC PLAN OVERVIEW FOR 2022-24

WHO ARE WE?

THE APCC IS THE HOME OF POLICING GOVERNANCE AND THE NATIONAL MEMBERSHIP BODY THAT SUPPORTS POLICE AND CRIME COMMISSIONERS, POLICE, FIRE AND CRIME COMMISSIONERS, DEPUTY MAYORS AND OTHER POLICING BODIES ACROSS ENGLAND AND WALES TO:

- Deliver less crime, safer communities, and excellence in policing
- Be the voice of the public in policing and criminal justice
- Build trust and confidence across communities

KEY OUTCOMES:



SAFER COMMUNITIES



EXCELLENCE IN POLICING



A TRANSFORMED CRIMINAL JUSTICE SYSTEM



SUPPORTING AND SPEAKING UP FOR VICTIMS
OF CRIME

KEY PRIORITIES:



A NATIONAL VOICE ON BEHALF OF COMMUNITIES



IMPROVING PUBLIC UNDERSTANDING OF THE PCC
ROLE AND SUPPORTING OUR MEMBERS IN THEIR
STATUTORY ROLES



SECURING INVESTMENT AND SUPPORTING
INNOVATION



SUPPORTING OUR MEMBERS TO WORK IN
PARTNERSHIP AND TO COLLABORATE EFFECTIVELY
ACROSS POLICING AND CRIMINAL JUSTICE

THESE SIX CROSS-CUTTING COMMITMENTS WILL BE REFLECTED IN ALL OUR WORK:



SUPPORT AND
PROMOTE PCCS
AS THE PUBLIC'S
ELECTED VOICE
ON POLICING
AND CRIME



IMPROVE THE
PUBLIC'S TRUST
AND CONFIDENCE
IN THE CRIMINAL
JUSTICE SYSTEM



HAVE A
CONSISTENT
FOCUS ON
CRIME
PREVENTION



WORK IN
PARTNERSHIP
WITH OTHER
ORGANISATIONS,
WHERE WE CAN



CHAMPION
EQUALITY,
DIVERSITY AND
INCLUSION IN
EVERYTHING
WE DO



CHAMPION
EFFICIENCY,
EFFECTIVENESS
AND SUSTAINABILITY
IN EVERYTHING
WE DO

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MARC JONES
APCC CHAIR

FOREWORD

At such an important time for our members we are delighted to publish the APCC Strategic Plan 2022-24.

As with our previous plans, we have consulted closely with our membership and our wider partners to ensure that it truly reflects our key priorities and clearly sets out how we will deliver for PCCs over the next two years. The APCC has adapted to the challenges that covid presented and its small team of policy and communications professionals continues to deliver work across over 20 portfolios.

This year marks ten years since PCCs were first democratically elected and started making a real difference by giving the public a stronger voice in policing and criminal justice. And with the PCC Review Part Two this year recommending that PCCs should be given more levers to improve the criminal justice journey for victims and witnesses, the role of the PCC has never been more important.

The APCC is the home of policing governance and this plan sets out how we will support our members to influence and shape national policy and debate on behalf of our growing membership. We are focused on promoting the PCC role, supporting members to discharge their duties and priorities, enable better sharing of knowledge and work to maximise investment to prevent and tackle crime.

We know that there are both challenges and opportunities ahead for PCCs in England and Wales. In England, the levelling up agenda could profoundly affect governance arrangements for policing and we are working to ensure that the voice of the PCC is stronger than ever and ten years of action and achievement are incorporated into any discussions.

Ultimately the APCC is here to support elected PCCs to deliver safer communities and excellence in policing, be the voice of the public and build trust and confidence in policing and criminal justice.

INTRODUCTION AND CONTEXT

The Association of Police and Crime Commissioners (APCC) is the national membership body that supports Police and Crime Commissioners (PCCs), Police, Fire and Crime Commissioners (PFCCs), Deputy Mayors and other local policing bodies across England and Wales to provide national leadership and drive strategic change across the policing, criminal justice, and wider community safety landscape, to keep our communities safe.

We also promote awareness and understanding of the role of our members as the public's elected voice on policing and criminal justice, their powers and responsibilities, and the vital contribution that they make to reducing crime and anti-social behaviour. We support our members to come together to have a strong national voice on behalf of their communities, including effective representation on national policing and criminal justice governance boards like the National Policing Board and the National Criminal Justice Board.

We also work closely with national policing partners - including the National Police Chiefs' Council (NPCC), the College of Policing, the National Crime Agency, and with Criminal Justice Service (CJS) partners - including the Crown Prosecution Service (CPS), the National Probation Service and HM Courts & Tribunals Service - to influence policy and support system-wide improvements.

The APCC has also supported PCCs in establishing and developing national capabilities, notably through the PCC-led commercial companies [BLUELIGHT COMMERCIAL](#) and the [POLICE DIGITAL SERVICE](#).

We work across 20+ member-led portfolios to influence national decision-makers and inform and support local practice across the whole range of policy issues affecting policing and criminal justice, providing a national voice in Whitehall and Westminster, as well as in the national media.

YOU CAN FIND OUT MORE ABOUT OUR WORK [HERE](#)



OUR AMBITION

TO SUPPORT APCC MEMBERS IN THEIR MISSION TO:

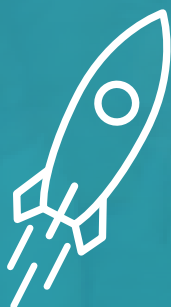
- Deliver less crime, safer communities, and excellence in policing;
- Be the voice of the public in policing and criminal justice; and
- Build trust and confidence across communities.



OUR VISION

TO SUPPORT APCC MEMBERS TO BE THE PUBLIC'S VOICE ON POLICING, CRIME FIGHTING AND JUSTICE IN ENGLAND AND WALES BY:

- Speaking up for victims;
- Fighting crime and disorder; and
- Ensuring accountability.



OUR MISSION

WE DO THIS BY:

- Supporting our members to influence and shape national policy and debate;
- Promoting the PCC role, so the public understand what PCCs do, and partners recognise them as the public's voice;
- Supporting our members to discharge their statutory duties and deliver against local police and crime plans, including through our learning and development programme for PCCs
- Enabling our members to share knowledge and good practice; and
- Helping our members to maximise investment in preventing and tackling crime.

ABOUT THIS STRATEGIC PLAN

This strategic plan sets out our high-level priorities for 2022-24 and explains how we intend to deliver them and how we will be accountable for our progress. More details on what we will deliver are set out in individual delivery plans for each of our 20 plus policy portfolios, and for our public affairs and communications functions.

IT EXPLAINS HOW THE APCC WILL SUPPORT ITS MEMBERS BY:

- Strengthening their national voice on behalf of their local communities;
- Improving the public understanding of the PCC role and supporting PCCs to deliver their statutory responsibilities;
- Securing investment and supporting innovation; and
- Supporting PCCs to collaborate with their national partners.

IT ALSO SETS OUT THE KEY OUTCOMES THAT OUR MEMBERS ARE COMMITTED TO DELIVERING BOTH LOCALLY AND THROUGH THEIR NATIONAL APCC WORK, WHICH ARE:

- Delivering safer communities;
- Delivering excellence in policing;
- Transforming the criminal justice system; and
- Supporting and speaking up for victims of crime.

FINALLY, IT IDENTIFIES SIX CROSS-CUTTING THEMES THAT WE WANT TO SEE REFLECTED IN ALL OUR WORK, WHICH ARE TO:

- Support and promote PCCs as the public's elected voice on policing and crime;
- Improve the public's trust and confidence in the criminal justice system;
- Have a consistent focus on crime prevention;
- Work in partnership with other organisations where we can;
- Champion equality, diversity and inclusion in everything that we do; and
- Champion efficiency, effectiveness, and sustainability in everything that we do.

PUTTING THIS STRATEGIC PLAN IN CONTEXT

We have developed this strategic plan in a period of significant change with expansion of the PCC role following the government's PCC Review; a Levelling-Up White Paper that seeks to build on the Mayoral model in England; and a Fire White Paper that could result in further development of the responsibilities of PCCs in England for fire. The APCC will work with its members to play a key role in helping shape, develop and support the future of the PCC role and policing governance in England and Wales over the lifetime of this plan.

This strategic plan has been developed through extensive consultation with the APCC's membership and is informed by a careful analysis of local Police and Crime Plans, as well as of national policy documents, including the government's national [BEATING CRIME PLAN](#).

We have also worked with our policing, criminal justice, and wider partners to align our outcomes and activities with theirs where this will enable us to have the greatest impact.

USING THIS STRATEGIC PLAN

This strategic plan sets out our high-level strategic priorities for 2022-24. Detailed business and delivery planning will be developed across the APCC's 20+ [POLICY PORTFOLIOS](#), supported by our communications, public affairs and corporate plans.

The Strategic Plan should be considered alongside our portfolio and other delivery plans. This delivery planning will be undertaken on an annual basis, to increase our responsiveness to new and emerging trends and issues, while retaining a consistent focus on the key strategic priorities set out in the Plan.

OUR PRINCIPLES OF DELIVERY

ALL THE APCC'S WORK EMBODIES AND REFLECTS OUR EIGHT PRINCIPLES OF DELIVERY:

- **PROVIDING VOICE AND REPRESENTATION**
Proactive communication and engagement with our members.
- **BEING MEMBER LED**
Open, accountable and well governed with members setting priorities.
- **LINKING LOCAL AND NATIONAL**
Working with every region in England and in Wales, so our work reflects their experiences.
- **BEING EVIDENCE INFORMED AND INNOVATIVE**
Building evidence, sharing knowledge and notable practice.
- **BEING JOINED UP AND REACHING OUT**
Working with national partners and across sectors as a 'whole system' to tackle crime and its causes.
- **EQUALITY, DIVERSITY AND INCLUSION**
Considering the equality, diversity and inclusion impacts of everything that we do.
- **WORKING WITH INTEGRITY**
Embodying the highest standards of conduct in public life.
- **LIVING OUR ORGANISATIONAL VALUES**
Respecting and supporting each other and everyone that we work with.

SUPPORTING OUR MEMBERSHIP THROUGH 2022-24

The APCC is the national membership organisation for PCCs, PFCCs, deputy mayors for policing and wider policing governance bodies, and is the home of policing governance.

We are primarily funded by our members and are committed to supporting them to deliver on their priorities as set out in their local Police and Crime Plans through our national role and voice.

WE DO THIS THROUGH:

- Influencing national policy;
- Increasing awareness and understanding of the PCC role;
- Supporting PCCs in their statutory responsibilities;
- Helping to secure investment and support innovation; and
- Facilitating engagement and collaboration with national partners including government ministers and officials.

WE SET OUT OUR PLANS FOR DOING THIS BELOW:

ACTIVITY 1 - BEING A NATIONAL VOICE ON BEHALF OF COMMUNITIES

Our members are uniquely placed to listen to and act on behalf of the public, bringing the power and legitimacy of their voices into important policing, criminal justice and wider public service conversations and national policy debates. Our members consistently tell us that what they value most is the APCC's role in providing them with a national voice and influence on national policy in both England and Wales.

TO BUILD ON OUR WORK TO GIVE OUR MEMBERS A NATIONAL VOICE ON CUTTING CRIME AND MAKING COMMUNITIES SAFER WE WILL:

- Raise the profile and reach of APCC members as the public's voice in policing, supporting them to shape public debate, policy and decision making nationally;
- Provide an effective platform for APCC members to have a proactive and engaging national media presence;

- Support APCC members to engage directly with government, Welsh government, parliamentarians, and officials to influence and shape policy and decision making;
- Enable APCC members to showcase innovative initiatives and projects they are delivering locally to inform national policy development;
- Provide a single point of contact at the APCC for each English region and Wales to be a proactive liaison between national, regional and local;
- Enable APCC members to work collaboratively with their key national partners in England and Wales, across policing and beyond, to shape discussions and drive policy;
- Support APCC members to work through their political groups to engage with and shape the policy of their political parties; and
- Consult regularly with the public on key topics to capture and reflect their views and experiences back to policy makers.

HOW WE WILL MEASURE SUCCESS

EXAMPLES OF HOW WE WILL MEASURE SUCCESS INCLUDE:

- Coverage from both proactive and reactive engagement with media, including national media appearances by our portfolio leads;
- Social media follower growth;
- Increased involvement with third party organisations to ensure the work of PCCs is being discussed more broadly outside of the policing sector;
- The number of select committee responses and oral evidence sessions;
- The number of positive parliamentary mentions;
- Levels of engagement with Ministers and officials leading to desired/positive outcomes; and
- Providing tools for PCCs to engage with their political parties, e.g. more opportunities to participate at party conferences.

ACTIVITY 2 - IMPROVING PUBLIC UNDERSTANDING OF THE PCC ROLE AND SUPPORTING OUR MEMBERS IN THEIR STATUTORY RESPONSIBILITIES

There is increasing public recognition and understanding of the PCC's role, with the most recent 2021 PCC elections seeing an increased turnout, and participation increasing in each election since the role was created in 2012. It is, however, still a relatively new role, which, for the first time, is giving the public a directly elected voice in policing and criminal justice in their communities.

The role is also changing and evolving, with new responsibilities being added following the recent Home Office PCC Review. We will continue our work to increase recognition and promote understanding of the role and of how it keeps communities safe and to support our members to adapt and develop as leaders in their changing landscape, including through our learning and development programme.

We will also support our members to discharge their statutory and wider responsibilities, providing the bridge between their local and national roles.

TO BUILD ON OUR WORK TO RAISE PUBLIC AWARENESS AND KEEP OUR MEMBERS INFORMED AND SUPPORTED IN THEIR STATUTORY ROLE, WE WILL:

- Continue to develop our public-facing #PCCsMakingADifference campaign including our [TEN YEARS OF PCCS MAKING A DIFFERENCE](#) campaign showcasing the work PCCs are doing locally and nationally;
- Build on our knowledge-sharing, learning and development programme for members, including events, briefings, and toolkits and the development of a knowledge-sharing platform;
- Provide comprehensive, accessible, and timely information, advice, and guidance to members;
- Influence policy impacting the PCC role - including the PCC Review, the Levelling-up and Regeneration Bill and fire governance reforms for England - and ensure that members are fully briefed and engaged on developments;
- Support the implementation of the recommendations from the PCC Review;
- Provide/signpost our members to guidance (e.g. update the [APCC'S WHAT YOU NEED TO KNOW AS A PCC](#) guide);
- Support our members to discharge their Equality Act 2010 duties and to engage with all communities;
- Continue to provide access to confidential wellbeing support for our members and their staff; and
- Provide confidential legal advice and support to APCC members to support them in their role.

HOW WE WILL MEASURE SUCCESS

EXAMPLES OF HOW WE WILL MEASURE SUCCESS INCLUDE:

- The satisfaction with key products reported in the annual membership survey;
- The reach and impact of #PCCsMakingADifference;
- The number of APCC members accessing guidance on the APCC website;
- The number of APCC members attending continuing professional development events who are satisfied or very satisfied;
- The number of APCC members who are aware of our legal support and Care First offers; and
- The satisfaction of our legal support service users.

ACTIVITY 3 - SECURING INVESTMENT AND SUPPORTING INNOVATION

The PCC Review highlighted the key role for the APCC in facilitating the sharing of knowledge and notable practice. We also have a track record of shaping national funding initiatives and supporting our members to bid into these effectively - e.g. victims' funding and Safer Streets funding.

TO BUILD ON OUR WORK TO SECURE INVESTMENT AND SUPPORT INNOVATION, WE WILL:

- Enable APCC members to engage directly with ministers and officials from key government departments on funding issues, and to influence and shape sustainable funding for policing, victims, the CJS and more widely;
- Build on the newly developed [APCC NOTABLE PRACTICE TABLE](#), working with the College of Policing on the development of their [WHATWORKS](#) website platform
- Provide horizon scanning and early warning services to ensure that PCCs and their offices are aware of national funding opportunities at the earliest opportunity;
- Provide guidance, support and representation to help APCC members to secure sustainable national funding and to maximise the value for money and effectiveness that funding delivers for supporting victims and cutting crime; and
- Support PCCs in their role locally and nationally in driving forward efficiencies and securing investment through the PCC-led companies BlueLight Commercial and the Police Digital Service.

HOW WE WILL MEASURE SUCCESS

EXAMPLES OF HOW WE WILL MEASURE SUCCESS INCLUDE:

- The number of APCC members accessing the Notable Practice table and similar resources;
- The number of innovative projects profiled in APCC briefings, response and resources;
- The millions for local investment secured from national funding initiatives; and
- The level of funding raised through APCC membership fees to fund the development of our membership offer.



ACTIVITY 4 - SUPPORTING OUR MEMBERS TO WORK IN PARTNERSHIP AND TO COLLABORATE EFFECTIVELY ACROSS POLICING AND CRIMINAL JUSTICE

APCC members are uniquely placed to convene and collaborate with local partners to deliver shared outcomes, e.g. as chairs of local criminal justice boards. At the national level, we often need to work with partners to progress our strategic outcomes, both national policing bodies and other partners - such as local government, health and the voluntary sector - who can help us to cut crime and improve community safety.

TO BUILD ON OUR WORK SUPPORTING OUR MEMBERS TO COLLABORATE WITH THEIR NATIONAL PARTNERS WE WILL:

- Drive and support the new Strategic Policing Partnership Board (SPPB), including through the APCC/NPCC's new Joint Project Team;
- Support APCC representatives to contribute to national policing governance bodies, including the NPB and its sub-boards and the NCJB;
- Improve the links between APCC portfolios, NPCC co-ordinating committees and wider national partnership work, in both England and Wales;
- Identify and engage our portfolio leads with the key national partners and influencers that they need to work with to deliver their portfolio priorities;
- Develop our relationship with the Local Government Association and the Welsh Local Government Association, with a focus on shared priorities such as ASB, VAWG and civility in public life.

HOW WE WILL MEASURE SUCCESS

EXAMPLES OF HOW WE WILL MEASURE SUCCESS INCLUDE:

- The impact of the SPPB, as evidenced and described in its annual report;
- The number of meetings between APCC portfolio leads and NPCC Co-ordinating Committee Chairs; and
- The number of joint briefings, roundtables etc. delivered with partners (e.g. with partners such as the Local Government Association).



SUPPORTING APCC MEMBERS TO CUT CRIME, IMPROVE ACCESS TO JUSTICE AND MAKE OUR COMMUNITIES SAFER

The previous section described the ways in which the APCC will be supporting its members in 2022-24. In this section we set out the key priorities and impacts that our members are committed to taking forward together nationally - with the support of the APCC - to deliver less crime, safer communities, swifter justice and enhanced public trust and confidence in policing and the criminal justice system.

This work will be largely developed and delivered through our 20+ policy portfolios and working groups, with each led by national PCC leads. [YOU CAN FIND A LIST OF OUR PORTFOLIOS AND PORTFOLIO LEADS HERE.](#)

OUTCOME 1 - SUPPORTING OUR MEMBERS TO DELIVER SAFER COMMUNITIES

Investments, innovation and evidence-based commissioning by APCC members is reducing crime, keeping victims safe and increasing responsiveness and impact across local communities. Voters' faith in the model introduced by PCCs is demonstrated by rising turnouts over three elections alongside increasing levels of public engagement. PCCs have a vital role in preventing crime and ASB and intervening early to stop crimes from happening in the first place.

TO BUILD ON OUR PROGRESS IN DELIVERING SAFER COMMUNITIES, OUR MEMBERS WILL:

- Work with their partners to prevent crime and ASB;
- Develop public health approaches to crime prevention, addressing the causes of crime and investing in sustainable solutions;
- Tackle known drivers of high volumes of crime like vulnerability and drug and alcohol misuse;
- Address non-crime demand on our police and criminal justice system, such as unmet mental health need, working with partners to improve support for the most vulnerable;

- Working with government, Welsh Government and other partners to help to ensure people are safe online;
- Help to ensure that all our diverse communities are safe and feel safe;
- Build trust and confidence in policing and criminal justice across all our communities, including with those individuals and groups that have lower levels of trust and confidence such as black communities and women and girls; and
- Support PFCCs in England, and PCCs more widely, as they develop their role with fire and rescue services and collaborate with wider emergency services.

HOW WE WILL MEASURE SUCCESS

EXAMPLES OF HOW WE WILL MEASURE SUCCESS INCLUDE:

- Less crime (crime rates in the Crime Survey for England and Wales);
- Less ASB (policing, local authority and Welsh Government data); public confidence in policing; and
- Data on experience of crime (including by protected characteristics and hate crime data).

KEY PORTFOLIOS

THE DELIVERY PLANS FOR THE FOLLOWING PORTFOLIOS EXPLAIN IN MORE DETAIL

HOW THE APCC WILL DELIVER THIS OUTCOME:

Addictions and Substance Misuse; Business and Retail Crime; Emergency Service Collaboration; Finance; Local Policing; Mental Health and Custody; Prevention; Road Policing; Serious Violence; and National Rural Crime Network (NRCN).

THIS WILL SUPPORT POLICE AND CRIME PLANS BECAUSE:

- **100%** set priorities around ASB, local and neighbourhood policing and partnership;
- **Over 95%** set priorities on road policing, alcohol and substance misuse, and retail and business crime;
- **93%** had priorities on equality, diversity and inclusion; and
- **90%** had specific priorities on mental health.

THIS WILL SUPPORT THE NATIONAL BEATING CRIME PLAN TO:

- Reconnect the police with public;
- Deliver Project Adder and tackle county lines;
- Support innovation - e.g. electronic monitoring and tags;
- Improve 101 and 999 services;
- Intervene early to keep young people safe/ away from violence;
- Develop the PCC role in fire governance in England.

THIS WILL SUPPORT OTHER POLICY, INCLUDING:

- The implementation of the Ten-Year Drugs Strategy; and
- The Welsh Government's Substance Misuse Delivery Plan 2019-2022.

OUTCOME 2 - SUPPORTING OUR MEMBERS IN DELIVERING EXCELLENCE IN POLICING

PCCs are responsible for the totality of policing in their area. They are uniquely placed to listen to the public, understand the issues for local communities and bring the power and legitimacy of their voices into policing. They play a critical role in funding regional and national policing capabilities; e.g. on Serious and Organised Crime (SOC) and developing police technology. They hold Chief Constables to account on behalf of the public to deliver effective and efficient policing services and have a key role in building public trust and confidence in policing.

TO BUILD ON OUR PROGRESS IN DELIVERING EXCELLENCE IN POLICING, OUR MEMBERS WILL:

- Build on the national Police Uplift Programme and our members local investment in recruiting more police officers, to deliver more police officers on the ground;
- Support diversity in our police forces so they better reflect the communities they serve- e.g. with more Black, Asian and Minority Ethnic, women, and lesbian, gay, bisexual, transgender and queer officers and staff being recruited into policing and rising to the highest ranks;
- Work with the CoP, investing in programmes to ensure greater retention of and support to police officers and staff;
- Help to secure increased national investment in policing and criminal justice;
- Improve value for money by improving the effectiveness and efficiency of policing, with the PCC-led BlueLight Commercial company;
- Work with our partners to identify and address the challenges created by cost and inflationary pressures on policing, and to review the Police Funding Formula, so there is fairer allocation of funding across forces;
- Improve trust and confidence in policing through engagement with the public to promote the role of our members, and support them to hold their Chief Constables to account for maintaining the highest standards;
- Modernise policing to ensure it is fit for purpose for the future, making best use of digital and other technologies, working with the PCC-led Police Digital Service and helping to drive a policing decarbonisation programme;
- Improve the transparency and integrity of policing, ensuring the highest ethical standards; and
- Improve the complaints process across policing, so that the public has confidence that complaints against the police will be handled fairly, ethically, and transparently, with PCCs holding their Chief Constables to account for this.

HOW WE WILL MEASURE SUCCESS

EXAMPLES OF HOW WE WILL MEASURE SUCCESS INCLUDE:

- Police Uplift Programme targets;
- Measures of diversity in policing; and
- Data on public trust and confidence, to include data by protected characteristics.

KEY PORTFOLIOS

THE DELIVERY PLANS FOR THE FOLLOWING PORTFOLIOS EXPLAIN IN MORE DETAIL HOW THE APCC WILL DELIVER THIS OUTCOME:

Citizens in Policing; Digital and Technology; Economic and Cybercrime; Environment and Sustainability; Finance; Forensics; Performance; Police Standards and Leadership; SOC and Specialist Capabilities; Transparency and Accountability; and Workforce.

THIS WILL SUPPORT POLICE AND CRIME PLANS BECAUSE:

- 100% set priorities for Economic Crime and Cybercrime and Fraud;
- 98% set priorities for police funding;
- Around 95% set priorities for Workforce, Digital and Technology, SOC, performance and transparency, ethics and integrity; and
- 71% of plans had priorities on Environment and Sustainability.

THIS WILL SUPPORT THE NATIONAL BEATING CRIME PLAN TO:

- Reconnect the police with the public;
- Build capability to deal with fraud and online crime; and
- Strengthen policing with an extra 20,000 officers by 2023.

THIS WILL SUPPORT OTHER POLICY, INCLUDING:

- The Police Uplift Programme;
- The Police Decarbonisation Programme;
- The Funding Formula Review; and
- The National Policing Digital Strategy.

OUTCOME 3 - SUPPORTING OUR MEMBERS TO TRANSFORM CRIMINAL JUSTICE

The time is right to develop the 'and Crime' role of PCCs, providing accountability to the public in criminal justice as well as in policing. This will further enhance the impact that they are having in using their devolved powers and their role as chairs of Local Criminal Justice Boards to improve local accountability, increase co-ordination and deliver improvements to criminal justice services on behalf of victims and the public.

TO BUILD ON OUR PROGRESS IN TRANSFORMING THE CRIMINAL JUSTICE SYSTEM, OUR MEMBERS WILL:

- Further develop their role in criminal justice and reducing reoffending, working closely with the Ministry of Justice, probation and wider partners and implementing the recommendations of the PCC Review;

- As LCJB Chairs, work to improve the effectiveness and efficiency of local criminal justice services, including reducing court backlogs and improving the use of technology;
- As LCJB Chairs, deliver end-to-end improvements to local criminal justice services;
- Develop their role in the commissioning and oversight of probation and reducing reoffending services;
- Highlight the experiences of BAME groups and other equality groups within the criminal justice system, addressing disparities and helping to ensure that we all have equal access to justice;
- Work with national and local partners in England and Wales to ensure consistent, accessible data on local criminal justice system performance is available to the public and partners, so progress is transparent and visible and accountability to the public is clear; and
- Provide national and local leadership for implementation of the Ten-Year Drug Strategy, joining up partners across the CJS and beyond to deliver.

HOW WE WILL MEASURE SUCCESS

EXAMPLES OF HOW WE WILL MEASURE SUCCESS INCLUDE:

- Reoffending rates; and
- Criminal justice system scorecards.

KEY PORTFOLIOS

THE DELIVERY PLANS FOR THE FOLLOWING PORTFOLIOS EXPLAIN IN MORE DETAIL HOW THE APCC WILL DELIVER THIS OUTCOME:

Criminal Justice; Victims; Addictions and Substance Misuse; Digital and Technology; Finance; Mental Health; and Custody.

THIS WILL SUPPORT POLICE AND CRIME PLANS BECAUSE:

- 100% set priorities for the criminal justice system and victims.

THIS WILL SUPPORT THE NATIONAL BEATING CRIME PLAN TO:

- Expose and end hidden harms and prosecute perpetrators;
- Maximise court capacity to bring down backlogs;
- Modernise court processes; and
- Understand victims' experiences of the criminal justice system.

THIS WILL SUPPORT OTHER POLICY, INCLUDING:

- Developing the PCC role in the criminal justice system in line with the PCC Review Part 2; and
- Implementation of new probation arrangements.

OUTCOME 4 - SUPPORTING OUR MEMBERS TO SPEAK UP FOR VICTIMS OF CRIME

PCCs represent victims of crime and are local victims' champions, in often adversarial, closed or hard-to-access processes for the public. They commission local, innovative support and services to victims to help them to cope and recover after crime. They understand the importance of public trust and confidence in policing and the criminal justice system, and how this can be eroded - e.g. where women and girls who are victims of violence and abuse have negative experiences in the criminal justice system.

TO BUILD ON OUR PROGRESS IN SUPPORTING AND SPEAKING UP FOR VICTIMS OF CRIME, OUR MEMBERS WILL:

- Work with police, the CJS and wider partners to deliver system-wide change to end violence against women and girls;
- Champion the victims' voice in the criminal justice system, ensuring they are at its centre, it responds to their needs and it helps give them justice
- Develop approaches that can identify and engage with hidden victims and support them to come forward and get help;
- Secure sustainable funding to deliver effective victim support services; and
- Through evidence-based, high-quality commissioning, deliver effective advice and specialist support for victims of crime, helping them to cope and recover.

HOW WE WILL MEASURE SUCCESS EXAMPLES OF HOW WE WILL MEASURE SUCCESS INCLUDE:

- The Victims' Satisfaction Survey;
- Ministry of Justice grants for victims; and
- The numbers of victims supported.

KEY PORTFOLIOS THE DELIVERY PLANS FOR THE FOLLOWING PORTFOLIOS EXPLAIN IN MORE DETAIL HOW THE APCC WILL DELIVER THIS OUTCOME:

Victims; VAWG Working Group; Modern Slavery Network; Criminal Justice; Prevention; and Serious Violence.

THIS WILL SUPPORT POLICE AND CRIME PLANS BECAUSE

100% set priorities for victims, and they have a consistent focus on tackling violence against women and girls.

THIS WILL SUPPORT OTHER POLICY INCLUDING

- The Victims Bill
- The APCC VAWG Action Plan 2022-23
- The NPCC and College of Policing Framework on Violence against Women and Girls
- Implementation of the Victims Code of Practice.

THIS WILL SUPPORT THE NATIONAL BEATING CRIME PLAN TO

- Expose hidden harms
- Take forward the commitments in the Tackling Child Abuse Strategy, the Rape Review and the VAWG Strategy
- Improve victim care and support
- Increase the numbers of Independent Sexual Violence Advisors and Independent Domestic Violence Advisors

OUR CROSS-CUTTING THEMES FOR 2022-24

We have identified six key themes below which our members want to see reflected in all of the APCC's work, and which we will ask all APCC portfolios etc to consider and address as they set out their objectives for 2022-23 and 2023-24 and develop their delivery plan:



THE PUBLIC'S VOICE

Our members have electoral mandates with direct accountability to the public and represent victims of crime. In all our work, we will position them as the public's elected voice on policing and crime.



TRUST AND CONFIDENCE

While most people have trust and confidence in policing and criminal justice, this is not true for everyone. Too many victims feel that their voices are not heard, with some communities feeling disengaged. PCCs have a key role in listening to and engaging with the public, and addressing deficits of trust and confidence, and this will be reflected across all our work.



PREVENTING CRIME

PCCs are uniquely placed to bring local partners together to cut crime, which means preventing it happening in the first place. We will have a consistent focus on prevention, which means less crime and fewer victims.



WORKING IN PARTNERSHIP

We will always look to work in partnership with others where this will make communities safer. Our members will play a vital convening role nationally through the APCC, bringing organisations together to cut crime.



EQUALITY, DIVERSITY, AND INCLUSION

Our Equalities, Diversity and Human Rights (EDHR) portfolio and Race Disparity Working Group will work with all our portfolio leads to ensure equality, diversity and inclusion are reflected and considered in everything we do.



EFFICIENCY, EFFECTIVENESS, AND SUSTAINABILITY

Our members recognise the pressure on public finances, particularly following the COVID-19 pandemic. Across all our work, we will seek to provide best value for money for the public purse and consider how we deliver social value and environmental sustainability.

We will further ensure that across all our portfolios etc we are consistently considering both England and Wales - recognising and responding to the devolved powers and distinct policy development and delivery structures in Wales - as well as regional variations in England, e.g. both urban and rural issues and communities.

AN EFFECTIVE AND EFFICIENT ORGANISATION

FUNDING AND RESOURCING

The APCC is largely funded through membership fees, and these are primarily invested in the small central team of communications, policy and public affairs specialists, who advise and support PCCs in their national work, and across our policy portfolios.

- You can view the APCC's Audit Accounts for year ending March 2021 [HERE](#)
- You can view the APCC's Impact Report for 2020-21 [HERE](#)
- You can find details of the APCC staff team [HERE](#).

ACCOUNTABILITY

Progress in delivering this Strategic Plan and portfolio delivery plans will be overseen by the APCC Board and wider membership on a quarterly basis. We will also discuss progress with our policing and wider partners, including through the Strategic Policing Partnership Board and the Policing Minister's Crime and Policing Performance Board.

A RANGE OF HIGH-LEVEL PERFORMANCE INDICATORS ARE IDENTIFIED IN THIS STRATEGIC PLAN. THESE ARE BROADLY DIVIDED INTO TWO KINDS OF MEASURES:

- Measures to assess our progress on the big strategic outcomes that we will deliver along with our policing and other partners - e.g. less crime and more police officers; and
- Measures to assess the APCC's work to support its members to contribute to the delivery of these outcomes - e.g. policy and media interventions.

In addition, our portfolio (and other) delivery plans will need to show how they will measure and assess their progress and impact in specific areas of work.

CONCLUSION

This Strategic Plan has set out our high-level priorities and deliverables for 2022-24.

While it sets an overarching framework and direction of travel, it leaves the detailed planning and priority setting to our 20+ portfolios, and to the PCCs who lead them.





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