

APCC STRATEGIC PLAN



About Us

The APCC is the home of policing governance and the national membership organisation for Police and Crime Commissioners (PCCs), Police, Fire and Crime Commissioners (PFCCs), Deputy Mayors with PCC responsibilities and other policing governance bodies in England and Wales. We also welcome Associate Members, including policing governance bodies from other jurisdictions¹.

Our Vision

Our members are enabled and supported to secure an efficient and effective police service and criminal justice system that is accountable to the public that it serves.

Principles of Delivery

Providing voice and representation - proactive communication and engagement with partners.

Being evidence informed and innovative - building evidence and sharing notable practice.

Living by our organisational values - respecting / supporting each other and everyone we work with and leading by example.

Being member led - open, accountable, and well-governed with members setting priorities.

Being joined up and forward looking - working with national partners and across sectors as a 'whole system' to tackle crime and its causes.

Working with integrity - embodying the highest standards of conduct in public life.

Linking local and national - working with every region in England and Wales, so our work reflects their experiences, and with our Associate Members too.

Equality, diversity, and inclusion - working with members to eliminate discrimination, advance equality of opportunity and foster good relations between communities.

¹Where we refer to PCCs in our Strategic Plan, this should be taken to refer also to PFCCs, Deputy Mayors with PCC functions and other policing governance arrangements.



Our Five Priorities

Influencing national policy and supporting local delivery

Supporting our members to influence policy on policing and criminal justice by providing a platform for PCCs to take a national leadership role - including through the National Policing Board, National Criminal Justice Board, Police Digital Service and Bluelight Commercial - driving efficiency and effectiveness in policing and maximising investment in and the impact of local PCC-led crime prevention and community safety initiatives.

Providing a voice for the public and victims

Promoting the PCC role as elected representatives of the people on policing and crime reduction, including in parliament, social media, and the national media, and delivering high impact campaigns. Victims advocacy is at the heart of the PCC role, and the APCC will continue to ensure that PCCs are providing a strong voice for victims and victims services nationally.

Being an efficient and effective organisation

Supporting the APCC Chair and Board to develop and drive a strategic programme of work with our membership. Delivering economies of scale for PCCs by providing a shared national resource and co-ordination of activities, delivering genuine added value and reducing duplication of work across PCC offices, while developing a strengthened and more visible APCC, which is more accountable to our membership with robust governance processes and cementing the role of the APCC and PCCs nationally.

Increasing public confidence

Playing a leading role, nationally and locally, in supporting PCCs to hold Chief Constables to account to drive up public confidence in policing and criminal justice. This will include supportive tools to enable PCCs to deliver increased accountability and scrutiny of their local Forces with a focus on legitimacy and delivering guidance and data to support the APCC Holding to Account framework and tangible, practical, evidence-based guidance that supports PCCs in fulfilling their statutory functions, including on equalities and diversity.

Bringing partners together

Promoting and supporting the PCC role in local and national partnerships and in multi-agency approaches to prevention, early intervention and offender management. This will include practical support for PCCs locally in leading Local Criminal Justice Boards and Combating Drugs Partnerships, working with Community Safety Partnerships, delivering the Violence Reduction Duty and the Duty to Collaborate in the provision of victims' services and supporting new initiatives like Young Futures hubs. Nationally, the APCC will continue to ensure that PCCs are at the heart of key partnerships like the National Policing Board and National Criminal Justice Board and are working impactfully with national partners across policing and beyond.

Key Deliverables for 2024-25

Policy and Delivery



- An enhanced programme of work to support PCCs and OPCCs to improve the efficiency, effectiveness, and impact of their local Criminal Justice Boards, including forums and guidance
- Support for PCCs to prevent crime and tackle its causes, including addictions and mental health
- New evidence-based guidance to support commissioning of victims' services
- A renewed focus on violence against women and girls, including guidance on commissioning domestic abuse perpetrator services and to support PCC oversight of Domestic Abuse Related Death Reviews
- Working with partners to support the delivery of the recommendations of key sector wide reviews, like the Angiolini Inquiry
- A new APCC-led national network for OPCC and other criminal justice data analysts
- New work to enhance the APCC's engagement with issues affecting children and young people
- A focus on championing local and neighbourhood policing issues nationally, highlighting the PCC role in tackling of anti-social behaviour and retail crime
- Support for effective transfer of police IT services out of the Home Office and into the sector
- Improvements to digital, data and technology programmes by helping to ensure the effective use of £585m of police reallocation funding for 24-25.

Organisation



- Renewed Home Office funding to deliver an enhanced programme of work addressing member needs and priorities
- Further steps towards greater recognition of the APCC's role as the national home of policing governance, with its recognition as a more formal part of the policing landscape reflected in policy, guidance, etc
- A new APCC governance model, so members report that they feel more effectively consulted and involved, recognising the desire for the APCC to represent all PCCs effectively on national issues, as well as more opportunities for Associate Members to engage
- A stronger and more sustainable financial footing for the APCC, working with APCC members and the wider sector
- Comprehensive induction and support package for new PCCs elected in May 2024
- A greater focus on Continuous Professional Development for PCCs, through access to compelling, relevant, and informative briefing sessions and learning and development opportunities
- Continued development and improvement of the APCC offer to its Associate Membership.

Influencing and Communications



- Greater public awareness of PCCs, their priorities and role, through new initiatives with national media and stakeholders
- A refreshed and enhanced digital offer, including reviewing the APCC website
- A national campaign to increase engagement with the PCC elections
- Better capture and evaluation of the PCC impact in cutting crime, and effective reporting on this impact to national stakeholders, while equipping PCCs to do the same locally
- Comprehensive, up to date and easier to manage information on national legislative and media agendas to help inform PCCs portfolio and local activities
- New platforms and opportunities to enable PCCs and OPCCs to share knowledge and notable practice to optimise the efficiency and impact of local delivery
- An enhanced offer to assist PCCs and OPCC colleagues to develop knowledge and capacity in communications.

Policing Governance



- New tools and resources to support PCCs in the effective delivery of their statutory duties - for example, with respect to the Strategic Policing Requirement
- A new dedicated APCC resource to provide liaison with HMICFRS and to support PCCs and OPCCs with forces in the 'pre-engage' or 'engage' process
- A suite of advice, guidance, toolkits, and other resources to help PCCs and OPCCs to hold their Chief Constables to account effectively
- Informed, briefed and impactful PCC representation on national boards and decision-making forums, including the National Policing Board and National Criminal Justice Board
- Greater awareness of and protection for the safety and security of PCCs, and those working for them
- Support for and analysis of new Police and Crime Plans.

Delivery and Delivery Planning

Detailed delivery will be the responsibility of member-led portfolios and working groups, supported by APCC officers, which will produce annual delivery plans to support our Strategic Plan. These delivery plans will be reviewed and approved by APCC Members, and progress on delivery will be regularly reported to the APCC Board and Members.