



Association of
Police and Crime
Commissioners

APCC
IMPACT REPORT
2018/19



Association of
Police and Crime
Commissioners



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IMPACT Report 2018/19



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Year One Review 2018/19

Chairman's Introduction

Mark Burns-Williamson OBE

It has been another busy and successful year for the APCC, making significant progress to implement our agreed two-year business plan, which takes us up to the next PCC elections in May 2020. PCCs in England and Wales continue to help make policing more transparent and accountable than ever, by working closely with chief constables and looking to engage the public at every opportunity.

A key focus during my time as APCC Chair was to work towards securing a sustainable level of resources for the police service in meeting the difficult community safety challenges ahead and the ever-increasing demands on policing. I have used opportunities throughout the year to make the case on behalf of Police and Crime Commissioners, including regular meetings with Ministers or Government officials and appearing in front of Select Committees, where called, on issues such as human trafficking and serious violence.

On serious violence, as APCC Lead, I have represented the Association on the Government's Serious Violence Taskforce, continuing to push for a whole system approach in tackling these huge issues of concern. There is so much excellent work being done across the country by PCCs and funding, including for Violence Reduction Units, is welcome, but we have been clear that all forces and PCC areas need to benefit if a lasting impact is to be made in ridding the scourge of violence from our streets.

One of our core strengths is that, as an organisation, we represent all PCCs, PFCCs and Mayors offices from all parties and none. This year, and for the first time, we have had two Vice-Chairs to support the Chair in our work and I know that this will continue next year. This is something which I helped introduce and I welcome it.

More than ever before, we have looked to promote the excellent work all PCCs do in their communities through the Association and increasingly, we are working with Parliamentarians. The "In Focus" publications we have put out show some of the best and most innovative projects commissioned by PCCs across a great many force areas - covering **Violence Against Women and Girls, Serious Violence and Victims**. They have all been accompanied by social media campaign weeks, under the banner of **#PCCsMakingADifference**. In addition, there is a new website and a "You Have A Voice" video, which sets out what we actually do for our communities and how the public can get involved.

We can be proud of everything we have achieved over the last year and know there is much more for us to do, working in partnership to help keep our communities safe.

Mark Burns-Williamson OBE,
PCC Chair, APCC



Year Two 2019/20

Looking Ahead

Katy Bourne OBE

I take up the reins of the APCC at a turning point for policing with welcome recognition that police forces and the wider criminal justice system have been stretched by increasing crime demands.

This is why, alongside my position on the National Policing Board to help deliver the recruitment of 20,000 extra police officers, I will work with colleagues to find an equitable police funding formula for all forces in England and Wales.

Supporting Our Officers

Officer well-being, safety and workloads were highlighted in the Frontline Review of Policing and PCCs can help turn these recommendations into good practice. HMICFRS recently raised questions about training and selection of Chief Officers and I hope the College of Policing's recommendations will show how to increase applicants' diversity for senior roles.

Public Confidence & Consent

PCCs and police forces routinely measure public satisfaction, but we are not all understanding public confidence and what influences it. Police visibility boosts public confidence, so people will welcome the current recruitment drive, but much of what keeps us safe is often unseen and rarely recognised.

Channelling Digital Innovation

With so much digital information to hold and analyse in investigations, we will see increased use of Artificial Intelligence and cutting-edge technologies by police forces. PCCs will be a vital voice in the 'security versus liberty' debates, showing it is inevitable and necessary to embrace digital policing.

Greater Collaboration

Partnership working across agencies can improve the response to crime, as highlighted by our **REBOOT** Early Intervention Youth Programme in Sussex. PCC collaboration can help shape national policy that empowers police officers, better supports victims and improves justice outcomes. Over the next year I look forward to working with PCC colleagues, the NPCC and Ministers, to demonstrate the value of our role and enable policing to work better.

Katy Bourne OBE,
PCC Chair, APCC

A handwritten signature in black ink, appearing to read 'K. Bourne', positioned to the right of the printed name.

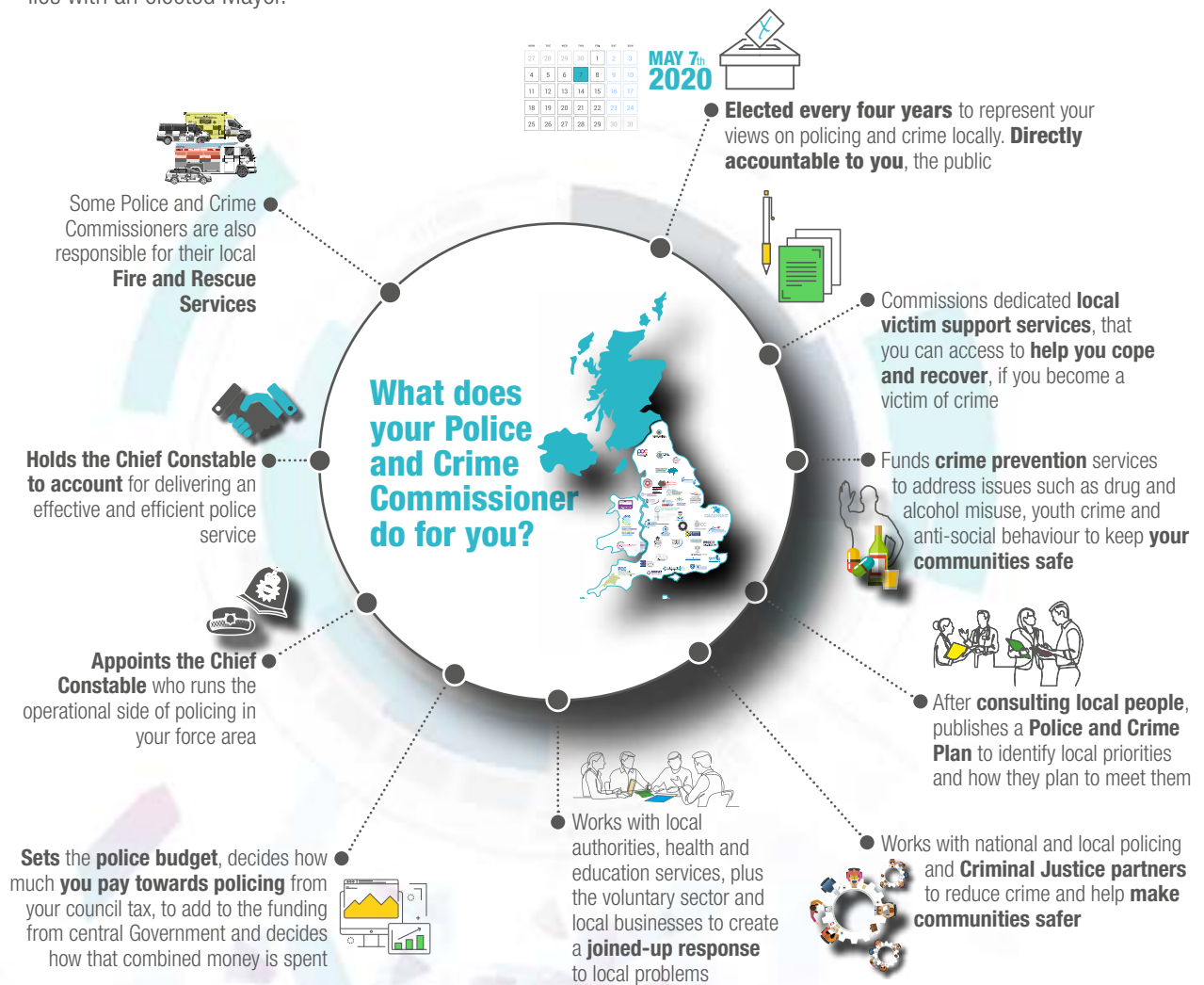


What We Do

Role of a Police and Crime Commissioner

Police and Crime Commissioner elections were held for the second time on the 5th of May 2016 in 40 force areas across England and Wales. The next elections are due to take place on 7th May 2020.

Every Chief Constable in England and Wales is held to account by a Police and Crime Commissioner for the effectiveness and efficiency of local policing in their area. In Greater Manchester and London, accountability lies with an elected Mayor.



Police and Crime Commissioners are a voice for their local community around policing and community safety, engaging the public in decision making to ensure greater transparency and accountability.

**PCCs
have many
responsibilities
which include:**

- **Appointing the Chief Constable and holding them to account;**
- **Setting the police budget;**
- **Deciding how much local people pay towards local policing;**
- **Producing a Police and Crime Plan which sets out local priorities;**
- **Commissioning services to support victims of crime;**
- **Improving community safety;**
- **Working with other organisations, including criminal justice partners, to deliver a joined-up approach to local priorities; and**
- **Engaging with the public, giving them a voice in local policing and community safety.**

Role of the Association of Police and Crime Commissioners

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

In 2018/19, the APCC had the membership of all 40 PCCs in England and Wales as well as the City of London Police Authority, the Mayor's Office for Policing and Crime for the Greater London Authority, the Greater Manchester Combined Authority and the Jersey Police Authority.

**By coming
together as one
Association, the
APCC is able to:**

- **Debate and shape national policing and criminal justice strategy and policy;**
- **Use its collective voice to influence change with Government and stakeholders;**
- **Engage nationally with the public to inform policing and community safety developments;**
- **Forge productive relationships with national stakeholders and delivery partners; and**
- **Share good practice and innovation across our members and more widely.**

The APCC operates independently of Government and is supported by a small team of policy and communication professionals.

Our Priorities:

APCC Business Plan: 2018-2020

Our Five Priority Areas:

1 FUNDING, EFFICIENCY AND TRANSFORMATION



- Secure the best possible funding and resources for policing.
- Support the delivery of local police and crime plans.
- Deliver the Policing Vision 2025.
- Improve efficiency, effectiveness and productivity across policing and the wider Criminal Justice System

2 DEVELOPING LOCAL COMMISSIONING



- Expand and strengthen the role of Commissioners into:
- Local criminal justice services devolution.
 - Devolution of funding for victims and witness services.
 - Emergency services collaboration
 - Commissioners' role in police complaints system.

ACRONYM KEY:

- APACE:** Association of Police and Crime Commissioner Executives
- PACCTS:** Police and Crime Commissioners Treasurers' Society
- OPCC:** Office of Police and Crime Commissioner
- APCC:** Association of Police and Crime Commissioners

3 COMMUNICATING AND ENGAGING



- Build and maintain a strong national profile.
- Proactively engage with the media, key stakeholders and national influencers.
- Deliver a range of events and campaigns to influence and set the agenda.

4 SHARING KNOWLEDGE AND GOOD PRACTICE



- Share learning and ideas across Commissioners and their teams through the delivery of an APCC Knowledge Hub.
- Working with APACE and PACCTS develop knowledge and capability networks across OPCCs and APCC.

5 DELIVERING A NATIONAL POLICY PORTFOLIO STRUCTURE



- Deliver a programme of national portfolios and networks addressing key strategic areas of policing, criminal justice and wider community safety to drive change and deliver results.

Association of
Police and Crime
Commissioners

OUR PRIORITY AREAS



Our Priorities

Priority One:

Funding, Efficiency and Transformation

Key achievements include:

Funding and Efficiency

PCCs have worked with policing partners to draw together a strong evidence base and compelling narrative to support current and future police service funding - in line with the Policing Vision 2025. Work continues, ahead of the next Spending Review, to ensure more sustainable, multi-year funding for policing.

The APCC has also worked closely with the Home Office to agree and deliver both on ambitious commitments for improved productivity and also efficiency across policing. By evidencing our ability to deliver, we were enabled to maintain and improve current funding arrangements into the next financial year and beyond.

PCCs have also made police force reserves more transparent to the public, giving local communities reassurance and a better understanding of both the financial position and pressures on their local force.

Transforming the system and technology

PCCs see technology as a vital tool in developing and transforming policing so it can respond to the challenges of today and into the future. Our APCC technology portfolio leads on this work, and we continue to work through and with the **Police ICT Company** which was set up by PCCs to support policing to keep people safe, get more from technology investments and make better use of public money.

PCCs chair, and are key members of, the Police Reform and Transformation Board (PRTB), which is the senior leadership body representing partners from across policing. The Board leads in the commissioning of the Police Transformation Fund (PTF) - £175m of funding to support innovation and transformation across policing. This year has also seen the start of some important new initiatives as well as the continuation of programmes as they move from design into delivery phases.

Examples include:

- The Collaborative Law Enforcement Procurement (CLEP) programme supports the delivery of more efficient procurement by providing national initiatives in relation to, for instance, legal services, fuel cards and the National Uniform Managed Service (NUMS) and recommendations for all forces to adopt. In 2018/19, this has enabled the delivery of £40.6m of cashable savings.

- Northumbria Police continued to lead on a regional project that has co-ordinated multi-agency work to pro-actively target the most harmful and serial perpetrators of domestic abuse. The Multi Agency Tasking and Coordination process has achieved a 65% reduction in re-offending of all perpetrators targeted. As part of the PTF work, this process has now been implemented across the North-East Region and a series of knowledge-sharing events was held last year, attended by over 33 forces across the country and 15 partner agencies.
- The National Enabling Programmes appointed delivery partners who are supporting the roll-out of a national cyber security centre. This will provide state of the art protection for policing information. It will also, for the first time, allow the public to be kept safer through policing using the power of commercial cloud technology and the flexibility that offers.
- The Knowledge Sharing Programme established a network of innovation brokers across all 43 forces, who have been trained up to identify and share local innovation nationally, reducing duplication and improving efficiency.
- As part of helping maximise the benefits of the new National Automated Number Plate Recognition Service (ANPR), the business change work has created a national capability framework and designed national policy, standards and a suite of national training products, which are helping optimise its use across investigations, intelligence management and operations.
- Single Online Home (see page 15)
- The Transforming Forensics programme has:
 - helped stabilise the private sector forensic market;
 - supported forces in achieving accreditation in fingerprint services;
 - delivered Internal Auditor Training Courses; and
 - supported scientific knowledge bases to help improve quality standards.

PCCs have also been working closely with Home Office and wider policing partners to help develop a smarter policing system, that operates across local, regional and national levels for the benefit of the public. Some crimes, like fraud and cyber, operate across both geographical and multimedia channels and the police need to be able to work effectively across all of these areas.



Our Priorities

Priority Two:

Developing Local Commissioning

Key achievements include:

Local criminal justice services

PCCs continue to champion the needs of victims at a local level, including the commissioning of services to help victims cope and recover. In 2018/19 PCCs funded over £68m of local services, improving the accessibility, reach and quality of general and specialist services to victims of crime.

Through the APCC, PCCs have continued to work with partners to take forward work in developing the role of the PCC in transforming the local criminal justice system, enabling all agencies to deliver a more joined up, locally accountable service to victims and the public. PCCs, as Chairs of Local Criminal Justice Boards, have a key role to play in making this happen.

In addition, the APCC has been:

- working with the Government to develop the role of PCCs in leading local CJS partnership arrangements;
- helping PCCs gain a formal role for the local monitoring of CJS agencies' compliance with key entitlements, under the Victims Code of Practice;
- working with Ministry of Justice (MOJ) and the Prison and Probation services in developing the role of the PCC within the new Probation Service arrangements, strengthening their role in the leadership and co-commissioning of local services to reduce reoffending; and
- helping secure £68 million, from MOJ, spent on commissioning local victims' services.

Work also continued on a range of significant victims' issues including: work to pilot the devolution of nationally commissioned services for victims of sexual violence, the proposed revision of the Victims Code of Practice, and the improvement of performance and outcomes data in respect of services for victims commissioned by PCCs.

Working with the UK and Welsh Government, we have helped to strengthen the role of PCCs within the new unified probation services model, which will help to join up and improve services to reduce reoffending at a local level.

Victim and witness services

PCCs have built on their role in commissioning local services that help and protect victims and survivors of crime. Some of the innovative work that PCCs have taken forward to reduce violence against women and girls was highlighted in our “**In Focus**” publications.

PCCs now have a formal responsibility for the local monitoring of compliance with the Victims’ Code of Practice (VCOP). This means that PCCs can hold criminal justice agencies to account for their delivery against the Victims Code of Practice, ensuring victims get the services they are entitled to.

Fire and emergency services collaboration

The APCC has worked closely with all blue light partners including Fire and Rescue and Ambulance and has led on work to deliver cross agency collaboration through the national Blue Light Collaboration Working Group. At a local level PCCs work ever more closely with emergency services partners to join up our efforts to keep our communities safe.

There are now four Police, Fire and Crime Commissioners in Essex, Northamptonshire, North Yorkshire and Staffordshire, who have taken on governance of local fire and rescue services, helping to transform services at a local level. We anticipate that more PFCCs will join their number in the year ahead.

The Fire Minister has also invited the APCC to join the Fire Standards Board which has been tasked with delivering greater consistency across the Fire Service.

The police complaints system

We have helped PCCs to plan and prepare for the implementation of the new police complaints reform system, which, once implemented, should help make the process whereby the public can make complaints against the police more transparent, open and accountable. PCCs will take on new responsibilities in this area, helping the public to have more confidence in the complaints process



Our Priorities

Priority Three:

Communicating and Engaging

Key achievements include:

Building and maintaining a strong national profile

This year saw the launch of **PCCs Making A Difference campaigns**, a series of publications and programme of communications activity, under the campaign strapline of '**PCCs Making A Difference**'. These publications highlighted the positive impact of the work that Police and Crime Commissioners are doing in their communities.

Two 'In Focus' digital publications on **VAWG In Focus** and **Serious Violence In Focus** were published with Ministerial and stakeholder support.

This year, the APCC launched a new public-facing website. The new site is more user-friendly, with more engaging, interactive content, and a focus on new video content. In addition, we also launched a new members' site, enabling us to communicate with our membership in a more tailored and secure way.

The APCC released its "**You Have A Voice**" video, which clearly explains the role of PCCs, what they do for their local communities, and how the public can get involved.

Promoting public affairs activity

The APCC holds the secretariat for the All Party Parliamentary Group (APPG) on Policing and in 2018/19 held 10 meetings in Parliament. The APPG, provides an informal opportunity for members of both Houses of Parliament to deepen their knowledge and interest in an area, by learning from experts and practitioners from within policing.

PCCs, through the APCC, continue to influence Parliamentary discussions and reports, more than ever looking to formally brief MPs and Lords across both Houses. This year PCCs gave oral evidence to the Public Accounts, Home Affairs and Science and Technology committees on issues, including serious violence, modern slavery and police funding. We continue to provide written briefings to Parliamentary Committees on a range of issues, driven primarily via APCC portfolio structure and leads.

Proactively engaging with the media, key stakeholders and national influencers

The APCC communications team continues to run a professional, responsive and flexible press office - engaging with the media both proactively and reactively. For the third year in a row the APCC held a reception with journalists, enabling PCCs to engage with key personnel in the media.

We have more of a presence on social media, increased use of videos and have built stronger relationships with media outlets, that are looking at PCCs to provide comment and analysis.

The APCC continues to distribute a daily briefing to all members, which includes a summary of Parliamentary activity and localised PCC coverage. It continues with its Red Box briefing to members, within which it has enhanced its PCC activity pages - sharing best practice amongst all PCCs and their teams.

The Office of the Police and Crime Commissioner Communicator Network met throughout the year, holding workshops, sharing knowledge, learning and good practice with guest speakers from Government, industry and the media. We also became members of the Association of Police Communicators.

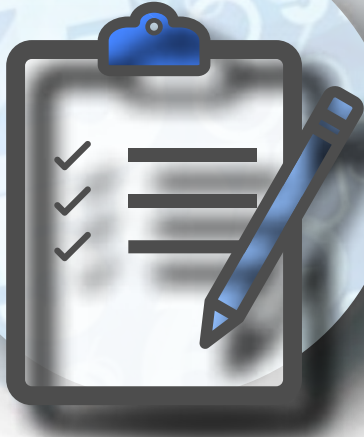
APCC & NPCC Partnership Summit 2018

The joint Summit was hugely successful, with informed debate from Police and Crime Commissioners, Police Chiefs, partners and experts from across the policing and criminal justice sector. As well as keynote speeches from the **Home Secretary**, the **Shadow Home Secretary**, **Justice Secretary** and the **Policing Minister**.

Twenty short APCC/NPCC videos were produced over the course of the two days and included PCCs summing up their APCC portfolios - view the APCC Summit Playlist by clicking [here](#).

To view just some of the many **#policeconf18 tweets**, have a look at our **Summit Twitter Moment**. View videos, photos, tweets and the Summit Programme on the **Summit page**.





Our Priorities

Priority Four:

Sharing Knowledge and Good Practice

More than ever, the APCC has looked to share knowledge and good practice amongst our members and our policing partners.

Key achievements include:

Knowledge Hub



Supporting the delivery of the Policing Vision 2025, the APCC has engaged with the Police ICT run Knowledge Hub, allowing member access to this secure sharing platform. The APCC is committed to increasing online activity and dialogue in key policy areas between APCC portfolio leads, PCCs and OPCCs in order to provide opportunities to come together to discuss key national issues, disseminate information and share good practice.

APCC Knowledge Sharing Events and Networks

The APCC has delivered a number of impactful knowledge-sharing events with our national partners across the policing, criminal justice and voluntary sectors during this period.

These events have included:

- Running Deep Dive sessions for members, including on developing a public health approach to crime and policing and addressing Adverse Childhood Experiences (ACEs) and improving partnership working between local Community Safety Partnerships and PCCs.
- Holding round-table events that addressed issues as wide ranging as reducing serious violence and recruiting senior police officers.
- Holding a Joint Annual Policing Summit alongside the National Police Chiefs' Council.
- Running General Meetings throughout the year to provide our members with information on key national developments and to enable them to express their views on critical strategic issues.
- Working with APACE and PACCTS, the APCC has begun to develop a more joined up approach, with the aim of developing skills and expertise across OPCCs to help support key work both locally and nationally.
- The APCC continues to work with APACE and PACCTS to develop and share learning and good practice across PCC offices, utilising the experience and expertise of PCC staff to support national as well as local developments.



Our Priorities

Priority Five:

Delivering a National Policy Portfolio Structure

Key achievements include:

Serious Violence

The APCC Serious Violence Portfolio was established following the release of the Serious Violence Strategy in 2018. Led by PCC Mark Burns Williamson OBE, this is now a well established group of PCCs and their staff, who continue to have significant influence on Government policy. This portfolio has ensured the £35m Violence Reduction Unit fund has been allocated to PCCs, who are best placed to bring partners together to tackle the scourge of serious violence.

Serious Organised Crime and Specialist Capabilities

This is a new APCC portfolio, recognising the very real damage caused to local communities by Serious and Organised Crime Groups. Led by Baroness Beverley Hughes and PCC Marc Jones, close links have been made with the National Crime Agency along with the APCC being represented on the national Regional Organised Crime Unit Executive Board. As a result of the work of this portfolio, PCCs will play a vital role in the imminent review of Serious and Organised Crime as announced by the Chancellor in the Autumn statement.

Forensics

The value of forensic science to the criminal justice system (CJS) cannot be underestimated, from terrorism to acquisitive crime, our excellent world leading forensic scientists proving or indeed disproving cases. This portfolio, led by PCC Martyn Underhill, has had a significant impact in ensuring continued provision of first class forensic science to the CJS by: ensuring a stable market of service providers; playing a key role in recent reviews; giving evidence to the House of Lords Science and Technology Committee; and leading on national strategic governance of recent critical events impacting forensic services and supporting the Transforming Forensics Programme.

Workforce

The Workforce Portfolio co-ordinated the APCC's evidence to the Police Remuneration Review Body (PRRB) on the pay and conditions of police officers in 2018/19. The portfolio also played a key role in successfully concluding negotiations on the Police Staff Council (PSC) pay award for 2018/19. The portfolio continues to work with the NPCC, through the Police Consultative Forum, on refining proposals for pay and reward reform for police officers in line with the Policing Vision 2025.

A number of PCCs, including the Workforce and Standards and Leadership Leads, were involved in roundtable discussions with the NPCC and CPOSA, facilitated by the College of Policing, to consider issues affecting the talent pipeline to the chief officer ranks. Following those discussions, the APCC is leading on the production of an Accountability Framework for the relationship between PCCs and chief constables.



United Stance Against Hate Crime

During National Hate Crime Awareness Week 2018, PCCs joined APCC Hate Crime Lead, Hardyal Dhindsa, to demonstrate their commitment to an open, diverse and multicultural Britain. Mr Dhindsa's #NO2Hate campaign managed to reach almost one million people on social media, largely thanks to so many PCCs taking a stand together against hate crime

Local Policing

The focus of this portfolio, led by Keith Hunter, has been on several key areas. First, highlighting the role that Community Safety Partnerships can play, which has been recognised in the Government's Serious Violence Strategy. Secondly, on encouraging a greater focus on road safety (led by Alison Hernandez) through, for example, inputting into the Transport Committee's Inquiry into road safety, facilitating the distribution of funds to forces to support the national roll-out and development of systems to enable the public to submit dash-cam footage for road related offences and supporting Highways England Driving for Better Business initiative. And thirdly, in helping support the scrutiny of local policing projects funded by the Police Transformation Fund which supported the delivery of the objectives set out in the Policing Vision 2025.

Fraud and Cyber

We are more likely to be a victim of fraud than any other crime type in the UK. In addition, as technology evolves, so too do the tactics deployed by criminals to continue their victimisation of individuals and businesses to line their pockets. This portfolio, led by PCC Clive Grunshaw, has been instrumental in holding to account the whole system response to fraud and cyber, playing a key role in the HMICFRS thematic inspections, with a particular emphasis on victim care. Work is currently ongoing with the Home Office and Joint Fraud Taskforce to review the services provided to victims, recognising more needs to be done in this space.

Performance

The portfolio, led by Matthew Scott, PCC for Kent, was successful in influencing the development of HMICFRS's force management statements (which provide business management information for force inspections) to recognise the strategic role of PCCs, notably the importance of local Policing and Crime Plans, set by the PCC in each area. We also worked with HMICFRS to begin the development of a tool to enable PCCs to provide responses to force inspection reports on-line, rather than through publishing responses or letters.

Digital Policing Portfolio

The Digital Policing Portfolio works with forces, PCCs and other key partners to deliver new digital services for policing, including: Single Online Home (SOH), a digital platform offering a range of police services to the public online. As of March 2019, 10 forces are live on the platform and 31 more have signalled their intention to join it. SOH is helping to reduce 101 call volumes, increase contact processing speeds and better meet public expectations.

The DII Assessment Toolset (DAT), an online tool supporting forces to assess and improve their digital intelligence and investigation capability against the National DII Target Operating Model and providing a national view of capability gaps and trends. The DAT went live in February 2019 and 35 forces have committed to using it to date.

Mental Health

Mental health and custody related issues were prominent over 2018/19. PCC Matthew Scott's role as a member of the independent review of the Mental Health Act ensured PCCs were effectively represented. The review has now concluded and there is commitment from Government to reform the legislation.

The APCC's Lead for Custody, PCC Martyn Underhill, was also instrumental in bringing together every APCC member to sign a letter to the Home Office, seeking immediate changes to the way detainees are treated in police custody, including provision of menstruation products.



Finance and Corporate Governance

The APCC's financial position:

The APCC's audited accounts for the year ending 31 March 2018 are available here: <https://www.apccs.police.uk/media/4606/2018-2019-signed-accounts.pdf>

Directors of the Association:

Mark Burns-Williamson OBE - Police and Crime Commissioner for West Yorkshire (Chair)

Arfon Jones - Police and Crime Commissioner for North Wales

Jeff Cuthbert - Police and Crime Commissioner for Gwent


Julia Mulligan - Police, Fire and Crime Commissioner for North Yorkshire

Martin Surl - Police and Crime Commissioner for Gloucestershire

Roger Hirst - Police, Fire and Crime Commissioner for Essex

Simon Duckworth OBE - DL Member of the City of London Police Committee

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