



Association of
Police and Crime
Commissioners



POLICE AND CRIME COMMISSIONER GUIDANCE

The role and responsibilities of PCCs

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ABOUT THIS GUIDANCE

This guidance has been developed by the Association of Police & Crime Commissioners (APCC) in association with the Home Office further to a recommendation from Part One of the PCC review.

This guidance will be particularly useful to prospective and newly elected Police and Crime Commissioners (PCCs), existing PCCs and their staff, and members of the public with an interest in the role of PCCs.

It outlines the PCC role, remit and responsibilities across the policing landscape and wider criminal justice system (CJS), recognising the evolution and expansion of the role since 2012.

It aims to be comprehensive, but also succinct and digestible, focusing on the most necessary information, and referring readers to other sources where necessary. This document will be reviewed and refreshed when needed.

Throughout this document references to PCCs should generally be read as including Police, Fire and Crime Commissioners (PFCCs) and combined authority mayors who exercise PCC or PFCC functions unless stated otherwise. The differences in these models are outlined in the PFCC and mayoral PCC model chapters respectively. References to Police and Crime Panels (PCPs) should also be read as including Police (Fire) and Crime Panels unless stated otherwise.

Similarly, references to an 'elected local policing body' should be taken to mean a PCC, PFCC or combined authority Mayor exercising PCC or PFCC functions. References to 'chief officers' includes Chief Constables as well as the Commissioner and Deputy Commissioner of the Metropolitan Police Service.

For more information, please contact the APCC by emailing enquiries@apccs.police.uk.

1 PCC MODEL: BACKGROUND AND CONTEXT

1.1 The origins of the PCC model

The Police Reform and Social Responsibility (PRSR) Act 2011 established directly elected PCCs in 41 forces, replacing their respective Police Authorities. In London, the [City of London Police Authority](#) was retained for the City of London police force area, and the Mayor of London became a PCC equivalent for the Metropolitan Police force area as the occupant of the Mayor's Office for Policing and Crime (MOPAC).

PCCs are responsible for holding their Chief Constable to account for the full range of their responsibilities (more information on this is set out in section [2 PCC MODEL: KEY ROLES AND RESPONSIBILITIES](#)).

PCCs are in turn directly accountable to the electorate through the ballot box and their decisions are scrutinised by their local Police and Crime Panel (PCP).

The key responsibilities and functions of PCCs are mainly set out in three acts which are referred to throughout this document:

- ▶ [The Police Reform and Social Responsibility Act 2011](#)
- ▶ [The Police Act 1996](#)
- ▶ [The Policing and Crime Act 2017](#).

The Policing Protocol

Section 79 of the PRSR Act 2011 requires the Secretary of State to issue a Policing Protocol that sets out how the Home Secretary, all PCCs (including mayors exercising PCC functions and MOPAC), Chief Constables and PCPs should exercise or refrain from exercising functions so as to encourage, maintain or improve working relationships or limit or prevent the overlapping or conflicting exercise of functions.

All parties to the protocol, including PCCs, are required to have regard to the Policing Protocol in exercising their functions.

It seeks to clarify the operational independence of Chief Constables which is not defined in statute but remains a fundamental principle of British policing.

The [Policing Protocol](#) originally came into force in 2012 and in July 2023, following a targeted stakeholder consultation, a revised Protocol was issued.

The [Policing Protocol Order 2023](#) ensures that the current roles and responsibilities within the policing system are accurately reflected and clarifies the Home Secretary's role. This includes the Home Secretary's role in setting the strategic direction on national policing policy and their ability to request information about policing matters as part of their duty to be accountable to

Parliament for safeguarding the public and protecting national security.

Other changes include more plainly outlining when a PCP may require a Chief Constable to attend a meeting; introducing more clarity and consistency in relation to PCCs' financial delegation to Chiefs to ensure this does not fetter operational independence; and some simple changes that reflect how the system has evolved since the Policing Protocol's inception, such as updating the current names of relevant parties as well as reflecting that some Mayors now exercise PCC functions.

1.2 The evolution of the PCC role

The PCC model has evolved since its introduction in 2012. This has allowed PCCs to bring greater local accountability to policing and given local communities a stronger voice whilst setting local priorities and working with partners to drive down crime.

Victim services

In 2014, PCCs were given the powers and budget to determine the majority of local victims' services. PCCs are provided with grant funding from the Ministry of Justice (MOJ) each year to commission support services (practical and emotional) for victims of all crime types in their local force area, to help them cope and build resilience in the aftermath of a crime.

More information about the commissioning of Victims' Services can be found in section [2.7 Supporting victims and witnesses of crime](#).

Fire governance

The [Policing and Crime Act 2017](#) enabled PCCs (in England) to take on governance functions for fire and rescue services, bringing the same directly elected accountability to fire as exists for policing. Where a PCC takes on local Fire and Rescue Authority (FRA) functions, they become known as a Police, Fire and Crime Commissioner (PFCC). Similarly, PCPs in those areas will have a name change to Police, Fire and Crime Panels (PFCCPs).

Proposals must meet the statutory tests included in [Section 4A of the Fire and Rescue Services Act 2004](#). At the point of publication five areas (Cumbria, Essex, North Yorkshire, Northamptonshire and Staffordshire) have PCCs who have also taken on this function.

Further information on PCC fire functions is available in section [6 POLICE \(FIRE\) AND CRIME COMMISSIONERS \(PFCCS\)](#).

Mayoral Governance

The [Cities and Local Government Devolution Act 2016](#) (CLGDA 2016) amended [The Local Democracy, Economic Development and Construction Act 2009](#) (LDEDCA 2009), to enable certain mayors to take on PCC and Fire and Rescue Authority (FRA)

functions, creating one directly elected leader accountable for these functions and wider services.

This enabled the Greater Manchester Mayor to take on PCC functions in 2017 via the [Greater Manchester Combined Authority \(Transfer of Police and Crime Commissioner Functions to the Mayor\) Order 2017](#), followed by the West Yorkshire Mayor in 2021 via the [West Yorkshire Combined Authority \(Election of Mayor and Functions\) Order 2021](#).

Provisions within the [LDEDCA 2009](#) also enabled a combined authority Mayor to exercise the functions of an FRA. Subsequently, [The Greater Manchester Combined Authority \(Fire and Rescue Functions\) Order 2017](#) transferred fire governance functions to the Mayor of Greater Manchester. Currently the only FRA of this type, the overall responsibility for safer communities (police and fire) falls to the Greater Manchester Mayor. Certain functions may be delegated to a Deputy Mayor for policing, fire and crime by the Mayor. In May 2024, the functions of the North Yorkshire PFCC will be transferred to the Mayor of York and North Yorkshire who will exercise the functions of the North Yorkshire PCC and FRA from that point onwards.

PCC Review

In July 2020, a two-part PCC Review was launched to consider options to strengthen the accountability of PCCs and expand their role. It is important that PCCs are strong, visible leaders in the fight against crime and have the legitimacy and tools to hold their police forces to account effectively.

[Recommendations from Part One](#) were set out in March 2021 and focussed on sharpening local accountability, improving transparency and enhancing the public's ability to make an informed decision about the record of their PCC at the ballot box. It also examined the PCC role in fire governance, and how to build on the existing mayoral PCC model.

In March 2022, [Part Two recommended a package of reforms](#) to ensure PCCs are better equipped to cut crime locally, turning the dial on their involvement in the criminal justice system (CJS). This included establishing the foundations for a greater role in offender management, improving levers in local partnerships and enabling access to criminal justice data.

2 PCC MODEL: KEY ROLES AND RESPONSIBILITIES

PCCs are elected to be responsible for the totality of policing in their force area, acting as a visible local leader in the fight against crime. They provide the local link between the police and communities, working to turn the desires and ambitions of the public, in terms of policing and crime reduction, into action.

The key roles and responsibilities of PCCs are outlined in the [PRSR Act 2011](#) and are detailed throughout this document.

Role and responsibilities of PCCs

- ▶ Securing and maintaining an efficient and effective police force for their area.
- ▶ Appointing the Chief Constable and holding them to account for the running of the force; handling complaints against the Chief Constable; and if necessary, removing them from office.
- ▶ Issuing a police and crime plan within the financial year of the election which sets out local priorities; and producing an annual report thereafter setting out progress against the plan's objectives.
- ▶ In issuing the police and crime plan, have regard to the national threats and the policing capabilities required to address these, as set out in the Strategic Policing Requirement (SPR) issued by the Home Secretary.
- ▶ Deciding the budget, allocating assets and funds to the Chief Constable; and setting the precept for the force area.
- ▶ Appointing a Chief Executive and a Chief Finance Officer to support PCCs in their role.
- ▶ Commissioning services and providing grants to help tackle and prevent crime while supporting vulnerable people and those affected by crime.
- ▶ Convening community safety and criminal justice partners with mutual duties to co-operate and implement changes across the police force area.
- ▶ Entering into collaboration agreements with other PCCs, other policing bodies and partners to improve efficiency and effectiveness.
- ▶ Oversight of the police complaint review process.
- ▶ Keeping emergency services collaboration opportunities under review.
- ▶ Overseeing fire and rescue services where this has been approved by the Home Secretary.

2.1 Applying and demonstrating strong governance

Governance is the act, process, or power of running an organisation. It allows organisations to do the right thing, in the right way, in a timely, open, honest, and accountable way. PCCs support good governance by being open in their decision-making and ensuring their Chief Constable has regard to the strategic objectives set out by the PCC in their police and crime plan.

Good governance allows a PCC to pursue their vision effectively and provides ways of controlling and managing risk. In public services, governance is very closely watched and sometimes criticised; therefore, all PCCs should maintain the highest standards and their governance arrangements should not only be effective, but also be seen to be effective.

The Committee on Standards in Public Life examined concerns about the conduct of people who hold public office and published its first report in May 1995. This defined seven general principles, known as the [Nolan Principles](#), and the Policing Protocol states that PCCs (and all policing partners) must keep to these.

The Nolan Principles

- ▶ **Selflessness** Holders of public office should act solely in terms of the public interest.
- ▶ **Integrity** Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.
- ▶ **Objectivity** Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.
- ▶ **Accountability** Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.
- ▶ **Openness** Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.
- ▶ **Honesty** Holders of public office should be truthful.
- ▶ **Leadership** Holders of public office should exhibit these principles in their own behaviour and treat others with respect. They should actively promote and robustly support the principles and challenge poor behaviour wherever it occurs.

Building on these principles, the Independent Commission on Good Governance in Public Services published a set of common principles that all public-sector organisations should adopt in 2004.

On election, PCCs swear an oath, known as the Declaration of Acceptance of Office, which declares their commitment to both impartiality and transparency.

Without strong leadership by the PCC and their staff, good governance will not exist. It is essential that the PCC sets the tone for their office by promoting and demonstrating the value of good governance and upholding high standards of conduct and behaviour.

2.2 Police and crime plans

Sections 5 and 7 of the PRSR 2011 set out the responsibilities of PCCs in relation to police and crime plans. Section 5 requires a PCC to ‘have regard’ to the SPR when issuing or varying their plan.

PCCs must produce a police and crime plan within the financial year of their election, setting out their strategic aims and objectives.

Through a police and crime plan, a PCC will set out their strategic policing and crime objectives as well as other areas stipulated in Section 7 of the 2011 Act.

The police and crime plan is an important document and can have far reaching impacts on the police force and other local stakeholders. PCCs are therefore required to consult their Chief Constable on the draft plan and send the draft plan to the relevant PCP. They should draw upon a wide range of information from the police, community safety and criminal justice partners to ensure it reflects the police and crime issues which are affecting the area.

PCCs are also required to seek the views of the public on the draft police and crime plan through a public consultation, and to obtain the views of victims of crime in the area about matters concerning policing (as set out in Section 14 of the PRSR Act 2011).

Once a plan has been issued, the PCC must keep it under review, to allow for changing police and crime priorities or new guidance. They must also issue annual reports on progress against the plan.

If a PCC decides to vary their police and crime plan at any point, they must again consult their Chief Constable and send the varied plan to the PCP, having regard to any report or recommendation the panel may make.

The Strategic Policing Requirement

The Home Secretary has a duty to issue a Strategic Policing Requirement (SPR) which sets out what are, in their view, the national threats at the time the document is issued and the

appropriate national policing capabilities that are required to counter them.

PCCs statutory duty in relation to the SPR

They are required to:

- ▶ ‘have regard’ to the SPR when issuing or varying their police and crime plans and to review these plans in light of any changes to the SPR;
- ▶ hold their Chief Constable to account for having regard to the police and crime plan and to the SPR when exercising their functions; and
- ▶ provide an annual assurance statement within their annual reports on how they have had regard to the SPR and how it has influenced their setting of the strategic direction and objectives for their force.

NOTABLE PRACTICE Thames Valley PCC: annual report

The 2022/23 annual report for Thames Valley is an example of the PCC complying with the SPR requirements and showing adequate due regard. This is done by explaining what the SPR is and its threat areas, outlining how these areas will be addressed, and assuring the reader that the PCC has shown due regard for the SPR.

The Thames Valley PCC explains what the SPR is and describes all crime areas within a designated SPR section. Within the section, the reader is assured that the PCC and Chief Constable have accorded the SPR due regard. This is accomplished by the PCC’s explicit statement that he is confident that due regard has been given to setting out strategic priorities via the police and crime plan and the PCCs scrutiny of the force. The statutory commitments have been met.

In this case, the duty to have ‘due regard’ establishes an expectation that PCCs and Chief Constables should follow the SPR unless they are satisfied that, in their particular circumstances, there are good reasons not to.

The APCC will provide an annual summary of the annual assurance statements provided by PCCs to the Minister for Crime, Policing and Fire via the Strategic Change and Investment Board (SCIB). This will inform an annual discussion about the SPR and how it is being considered in setting the strategic direction and objectives for a force.

2.3 Chief Constables

PCCs are responsible for appointing the Chief Constable for their force area, on an initial contract for a maximum of five years, and

for holding them to account for the effective and efficient running of the force.

Section 2 of and Schedule 2 to the PRSR Act 2011 provide for there to be a Chief Constable for each force area, and their statutory functions are set out in that Act and other legislation. The key roles and responsibilities of Chief Constables, and how they relate to the PCC, are also described in the [Policing Protocol Order](#).

Roles and responsibilities of Chief Constables

- ▶ Leading the force in a way that is consistent with the oath made by all officers. Ensuring that it acts with impartiality, including political impartiality.
- ▶ Appointing the force's officers and staff (after consultation with the PCC, in the case of officers above the rank of Chief Superintendent and police staff equivalents).
- ▶ Supporting the PCC in the delivery of the police and crime plan and assisting the PCC in planning the force's budget.
- ▶ Providing the PCC with access to information, officers and staff as required.
- ▶ Having regard to the SPR when exercising and planning their policing functions.
- ▶ Notifying and briefing the PCC of any matter or investigation on which the PCC may need to provide public assurance either alone or in company with the Chief Constable.
- ▶ Being the operational voice of policing in the force area and regularly explaining to the public the operational actions of officers and staff under their command.
- ▶ Entering into collaboration agreements with other Chief Constables, other policing bodies and partners to improve efficiency or effectiveness.
- ▶ Managing all complaints against the force, its officers and staff, except in relation to the Chief Constable, ensuring that the PCC is kept informed to enable them to discharge their statutory obligations in relation to complaints.
- ▶ Exercising the power of direction and control in such a way as is reasonable to enable their PCC to have access to all necessary information and staff within the force.
- ▶ Having day-to-day responsibility for financial management of the force within the framework of the agreed budget and levels of authorisation issued by the PCC.

The relationship between the PCC and Chief Constable

The relationship between PCCs and Chief Constables is vital to the ability of both to carry out their respective roles. The Policing

Protocol exists to support this. It sets out the foundation of the relationship, outlining the respective roles and responsibilities and how they should work together. PCCs and Chief Constables must work together to protect the principle of operational independence, while making sure that the PCC is not restricted from carrying out their role.

The Protocol emphasises that the operational independence of the police is a fundamental principle of British policing. It is expected by the Home Secretary that the professional discretion of the police service and oath of office give surety to the public that this shall not be compromised. A PCC must not fetter the operational independence of the police force and the Chief Constable who leads it.

The relationship should be based on established, clear lines of responsibility and accountability, as well as mutual trust and respect for one another. Both parties should talk regularly, share information openly and freely and develop ways of working together, drawing on the support of their senior teams and staff as appropriate.

Accountability Guidance has been developed by the APCC to outline the key principles and best practice examples to support this relationship. Building on the Policing Protocol, the Guidance highlights tried and tested means of building effective working relationships between PCCs and Chief Constables.

The APCC has also developed a framework for independent mediation to be used in appropriate circumstances where the relationship between PCCs and Chief Constables is strained. This sets out a mechanism to resolve issues and disputes, where possible before escalation.

Holding to account

Section 1 of the PRSR Act 2011 requires the PCC to hold their Chief Constable to account for the exercise of the functions of the Chief Constable, and the functions of persons under the direction and control of the Chief Constable. [Section 1\(8\) of the PRSR Act 2011](#) lists the duties that the PCC must, in particular, hold the Chief Constable to account for.

This includes, but is not limited to, holding the Chief Constable to account for delivery against the police and crime plan. PCCs can decide what accountability mechanisms to use in discharging this duty, with a mix of approaches taken depending on the issue.

Examples of how PCCs have held their Chief Constable to account

- ▶ **Public accountability meetings** either held in public or webcast for the public to view where the public can see the PCC hold the Chief Constable to account.

- ▶ **Private accountability or scrutiny meetings** either focused on delivery against the police and crime plan (or specific aspects of the plan), or in relation to the Chief Constable's management of resources and expenditure by the police force, or on other aspects of the delivery of policing in the area. These should be minuted to provide an audit trail.
- ▶ **Formal reports** from the Chief Constable on progress against the plan.
- ▶ **Advisory committees** – all PCCs must have an audit committee (usually joint with the force) that can be tasked to look at performance issues. Some PCCs have also established other advisory committees to focus on specific topics such as ethics or complaints, for example.
- ▶ Attendance by the PCC or their staff at **existing force performance/scrutiny meetings**.
- ▶ **Private meetings** with the Chief Constable or their senior staff.

NOTABLE PRACTICE Avon and Somerset PCC: Oversight Boards

The Avon and Somerset PCC holds two [Oversight Boards](#), both of which are designed for the PCC to hold the Chief Constable to account:

- ▶ The Performance and Accountability Board is a monthly 30-minute meeting that is broadcast to the public. Attendance is limited to the PCC, Chief of Staff (CEO), Chief Constable and DCC (or ACC). This covers performance against the National Crime and Policing Measures and police and crime plan as well as other topical issues.
- ▶ The Governance and Scrutiny Board is a monthly meeting that lasts two and a half hours, which is an internal meeting that publishes minutes for the public to access. The meeting is attended by the PCC and CC as well as a larger group of senior officers and staff from each organisation. Performance and assurance reports are scrutinised at these meetings.

Chief Constable appointment process

- ▶ PCC advertises the vacancy and conducts interviews.
- ▶ PCC notifies the PCP of the preferred candidate (name, suitability, and terms and conditions).
- ▶ The PCP must review the proposed appointment within three weeks and hold a confirmation hearing with the PCC and Chief Constable candidate.
- ▶ The PCP can approve or veto the appointment (two-thirds majority).
- ▶ The PCC can then either appoint the preferred candidate or, if this candidate is vetoed, the PCC can nominate a reserve candidate.
- ▶ There is no veto power for a reserve candidate.

The College of Policing offers a range of services to help a PCC in their search for a Chief Constable. This includes helping to maximise the pool of potential candidates and ensuring the right candidate is identified; supporting the delivery of a process which is objectively seen to be fair and open; and ensuring that PCCs can fulfil their statutory functions in accordance with the regulations that govern appointments. PCCs may also want to seek a view from HMICFRS.

Following the College's review into chief officer development and progression, the College has updated its guidance for chief officer appointments in consultation with the sector. More information can be found on the [College of Policing website](#). The APCC has also published a template letter of appointment for Chief Constables.

Role of independent members

PCCs must ensure that the Chief Constable appointment panel involves at least one independent panel member to ensure the selection and appointment process is conducted fairly and openly, and the successful candidate is selected on merit. The PCC should appoint the independent member through a fair, open and merit-based process, as per the [selection and appointment of Chief Officers Circular](#).

Complaints relating to a Chief Constable

PCCs are responsible for dealing with complaints and allegations about the conduct of current and former Chief Constables.

PCCs are the 'appropriate authority' for complaints and conduct matters concerning the Chief Constable personally, and for handling such complaints or matters including, when required by the legislation, referring the case to the Independent Office for Police Conduct (IOPC). PCCs are also responsible for bringing any disciplinary proceedings against the Chief Constable (i.e.

Appointing a Chief Constable

PCCs are responsible for appointing the Chief Constable for their force area. [Schedule 8 to the PRSR Act 2011](#) sets out the appointment requirements, which are also subject to the [Police and Crime Panels \(Precepts and Chief Constable Appointments\) Regulations 2012](#).

'chief officers', defined in legislation as Chief Constables, the Commissioner of the Metropolitan Police Service and City of London Police). However, decisions on whether or not a Chief Constable has committed misconduct or gross misconduct and, if so, what sanction to apply, are a matter entirely for a misconduct panel, in accordance with the [Police \(Conduct\) Regulations 2020](#).

The PCC must refer all conduct matters involving a chief officer to the IOPC. A conduct matter is an allegation which is not, nor has been, a complaint, for which there is an indication that a criminal offence has been committed or the officer has behaved in a manner which would justify disciplinary proceedings.

In addition, by law, all complaints against chief officers must be referred to the IOPC where the PCC is unable to satisfy itself, from the complaint alone, that the conduct complained of (if it were proved) would not justify the bringing of criminal or disciplinary proceedings. The assessment is made on the basis of the allegation alone and the PCC should not take any preliminary investigative steps, but should have regard to the College of Policing's *Guidance on outcomes in police misconduct proceedings*¹. The PCC is also responsible for the referral of any death or serious injury (DSI) in which a Chief Constable is the 'relevant officer' to the IOPC.

If the IOPC determines that there is an indication that the chief officer (or Deputy Commissioner of the Metropolitan Police Service) may have committed a criminal offence or behaved in a way which would justify the bringing of disciplinary proceedings, the IOPC must determine either a directed or independent investigation. The IOPC must refer matters to the Crown Prosecution Service (CPS) where there is an indication that a criminal offence has been committed and where the IOPC determines it is appropriate to do so. The CPS decides whether or not to prosecute. If the IOPC finds that there is a case to answer for misconduct or gross misconduct, it can direct disciplinary proceedings take place. PCCs are responsible for bringing any necessary disciplinary proceedings – but misconduct proceedings are conducted independently of PCCs, in accordance with the [Police \(Conduct\) Regulations 2020](#). It is the decision of misconduct panels whether any officer has committed misconduct or gross misconduct and, if so, what the appropriate sanction should be.

Guidance on the handling of matters involving chief officers is set out in Annex A of IOPC's statutory guidance on the police complaints system.

Further information on the role of PCCs and the complaints system can be found in section [5.4 PCC and the police complaints system](#).

¹ [Guidance on outcomes in police misconduct proceedings, 2022 \(college.police.uk\)](#)

Removal of a Chief Constable

A PCC can call on a Chief Constable to resign or retire. This power is granted to a PCC by [Section 38](#) of and [Schedule 8](#) to the [PRSR Act 2011](#). This is supplemented by [Regulation 11A](#) of the [Police Regulations 2003](#).

However, Chief Constables can only be dismissed where they are found guilty of gross misconduct at misconduct proceedings and the sanction issued is dismissal. As is the case with other officers, any Chief Constable who is dismissed from policing (or would have been dismissed had they not already resigned or retired) is placed on the police Barred List, preventing them from re-joining policing in the future.

Chief Constable removal process

- ▶ Obtain the views of His Majesty's Chief Inspector of Constabulary (HMCIC) in writing and have regard to those views.
- ▶ Give the Chief Constable a copy of those views and a written explanation of why the PCC wishes to remove the Chief Constable.
- ▶ Give the PCP a copy of HMCIC's views, and a copy of the PCC's written explanation.
- ▶ Give the Chief Constable an opportunity to make written representations about the proposal to call for their resignation or retirement.
- ▶ Consider any written representations made by the Chief Constable and give a copy of those representations to the PCP as soon as is practicable.
- ▶ Give the Chief Constable and the PCP a written explanation of the reasons why the PCC still proposes to call upon them to retire or resign; give HMCIC a copy of the notification and explanation; and give the Office of the Police and Crime Commissioner's (OPCC) Chief Executive a copy of the notification, the explanation and the written views of HMCIC.
- ▶ The PCP must hold a private scrutiny hearing during a six-week period (which the PCC and Chief Constable are both entitled to attend in order to make representations) and may consult HMCIC. The PCP must then publish their recommendation and inform the PCC of their recommendation in writing within the six-week period. The six-week period starts when the panel receives notification from the PCC that they still wish to call on the Chief Constable to retire or resign.
- ▶ The PCC can consider the PCP's recommendation and must notify the PCP as to whether they accept or reject this.

- ▶ If a PCP does not provide a report before the end of this six-week period, the PCC is able to call upon the Chief Constable to resign at this point. The Chief Constable must retire or resign if called upon to do so by the PCC in accordance with [Section 38 of the PRSR Act 2011](#).
- ▶ Through Part One of the PCC Review, the Home Office examined the effectiveness of PCC powers to call upon a relevant Chief Constable to resign or retire. As part of the recommendations arising from Part One, the then Home Secretary made a commitment to bring forward legislative amendments, when parliamentary time allows, to make the process more rigorous and transparent.

Separately, Section 48 of the PRSR Act 2011 provides MOPAC with similar powers to call on the Commissioner or Deputy Commissioner to resign or retire.

Prior to doing so, MOPAC must give the Commissioner or Deputy Commissioner written explanation of its reasons, provide the Commissioner or Deputy Commissioner the opportunity to make written representations and consider those representations. This process must be carried out before MOPAC seeks the approval of the Home Secretary to call on the Commissioner or Deputy Commissioner to resign or retire.

PCCs may suspend a chief officer under powers conferred by two separate pieces of legislation – Regulation 11 of the Police (Conduct) Regulations 2020 or Sections 38 or 48 of, and Schedule 8 to, the PRSR Act 2011.

Where the suspension relates to a matter which is dealt with under the Conduct Regulations or Schedule 3 to the Police Reform Act 2002, then the suspension should be in accordance with the requirements of Regulation 11.

2.4 Police funding

PCCs are responsible for setting the annual budget for their police force area, including the level of police precept. The police receive their funding from a variety of sources, but the two main sources are central government funding and the policing precept component of council tax. In terms of central government funding, PCCs in England receive funding from the Home Office, while PCCs in Wales receive funding from the Home Office and the Welsh Government. PCCs also receive funding from the MOJ for the provision of local victim services (more information on victims' services can be found in [section 2.7 Supporting victims and witnesses of crime](#)).

When setting the police precept for their force area, PCCs must take into account the views of the local community and PCP, with the PCP holding a veto over the PCC's proposed precept for the financial year (see [section 5.3 Police and Crime Panels](#)

for more detail). The statutory officers of the PCC and Chief Constable (the two Chief Finance Officers and the Chief Executive) provide professional advice, assess the robustness of the budget plans and apply statutory limits on spending if necessary ([Section 114 notice under the Local Government Finance Act 1988](#)). It is worth noting that a number of forces share one Finance Officer between the PCC and the Chief Constable. A Finance Officer is required by [s.151 of the Local Government Act 1972](#).

In England the cap on the precept increase, if applicable, is published annually as part of the Local Government Finance Settlement which is administered by the DLUHC).

In Wales, PCCs decide by how much they will increase police precept. The Welsh Government can cap the increase if they deem it too high.

Billing authorities, which collect the policing precept, must be notified of the precept sum determined by the PCC by the end of February in the year before the financial year to which the budget applies.

Further information on financial management for PCCs is available in the [\[Revised\] Financial Management Code of Practice](#).

PCCs or mayors who exercise police and fire functions must establish and hold a fire fund. More information is available in [section 6 POLICE \(FIRE\) AND CRIME COMMISSIONERS \(PFCCS\)](#).

2.5 Key internal appointments

PCCs are required to appoint a Chief Executive and a chief Finance Officer (who must be separate people) and are strongly encouraged to appoint a Deputy PCC, who can provide additional support, capacity, and resilience.

The PCP must be notified of these key appointments, including where they are interim appointments, although the PCP does not have the power to veto them. The PCP must hold a confirmation hearing and publish a report to the PCC who can then either accept or reject their recommendations.

Deputy Police and Crime Commissioners

[Section 18 of the PRSR Act 2011](#) allows a PCC to appoint a deputy and to arrange for the Deputy PCC to exercise certain functions of the PCC. The Deputy PCC's appointment ends no later than the day when the current term of office of the appointing PCC ends.

Whilst the appointment of a deputy is not a firm requirement, the Home Office will legislate to require this as soon as parliamentary time allows. In the interim, PCCs were asked by Home Secretary in 2021 to put a formal succession plan into place to deal with vacancy and incapacitation, involving the PCP in those discussions as necessary.

Any person can be appointed a Deputy PCC so long as they are not subject to the relevant disqualification criteria (see Sections 18(6), 65 and 66 of the PRSR Act 2011). However, there are a number of key strategic functions that are reserved for a PCC and cannot be delegated to a Deputy PCC or any other person (see Section 18 of the PRSR Act 2011). This maintains the core principle of the PCC model: a single, locally elected representative responsible for ensuring local services are accountable to the people they serve.

In London, the functions the Mayor cannot delegate to the Deputy Mayor for policing and crime are set out in Section 19 of the PRSR Act 2011.

Chief Executive

The Chief Executive works with the PCC to deliver the PCC's vision, strategy and identified priorities, through the police and crime plan. They work with the PCC to improve the transparency of their actions and decisions. They make sure the PCC's office is led effectively through ongoing management and public involvement, and ensure the PCC is following the Nolan principles (as set out in section **2.1 Applying and demonstrating strong governance**). They help make sure that the police force's activities are checked accurately and appropriately.

Roles and responsibilities of Chief Executives

- ▶ Helping to deliver the police and crime plan effectively and efficiently, together with any associated delivery plans.
- ▶ Fulfilling their statutory responsibility as the monitoring officer ensuring the PCC and their office operates within the law.
- ▶ Supporting the Chief Finance Officer in overseeing how the finances, budgets, resources, and assets are managed for the PCC. As well as helping the PCC to challenge the force's strategic and financial planning as appropriate they should ensure that strategic needs assessments allow the PCC to prioritise their budget effectively.
- ▶ Ensuring that audits are carried out efficiently and effectively, and that any other aspects of control (from within the police or the PCC's office) or inspection (from outside the police) are carried out in the same way.
- ▶ Providing clear and visible leadership to the PCC's staff and to develop and maintain a constructive working relationship with the PCP. They should make sure to involve those with an interest (from within and outside the OPCC) in efficient commissioning of services at local, regional and national level.
- ▶ Ensuring that the PCC carries out their duties and responsibilities in terms of equal opportunities and diversity

according to relevant laws, as well as promoting the commitment to equality and diversity in all that the PCC does.

- ▶ Ensuring, alongside the Chief Finance Officer, that the PCC's business is carried out appropriately, fairly and honestly, including making proper arrangements for tendering procedures and letting contracts. In addition, they should oversee the way complaints are managed so this is efficient and effective.
- ▶ Working with the Chief Constable to ensure that decisions taken by the PCC or Chief Constable are taken after receiving legal advice (where necessary) and that the Chief Constable's legal advisor has full access to the Chief Executive. In addition, they should ensure that the main regulatory instruments of both the PCC and the Chief Constable clearly outline roles for the legal staff and the Chief Executive so that they can effectively oversee the legal effect of all decisions.

To carry out this role it is expected that the Chief Executive has access to any documents which the PCC or Chief Constable is relying on when making non-operational decisions; the Chief Executive, the Chief Finance Officer, and the Chief Constable should develop effective relationships and share information effectively; the Chief Executive is able to advise on any decision that binds the PCC before it is taken; and the Chief Executive has direct access to the PCC's audit committee.

The Chief Executive role is politically restricted, meaning they are not allowed to be involved in certain political activities, as set out in law. These activities include standing as or canvassing on behalf of a candidate for an election, speaking in public in support of a political party or publishing material which supports a political party.

Monitoring officer responsibilities

The Chief Executive has a statutory responsibility as the monitoring officer and must ensure the PCC and their office operates within the law. The Chief Executive can delegate these duties to a deputy monitoring officer.

The role of the monitoring officer is to report to the PCC if it appears that any proposal, decision or failure within their organisation constitutes, has given rise to or is likely to break the law or a code of practice or constitute maladministration. They must ensure all solutions proposed by the PCC are proportionate and lawful. In carrying out any investigation, the monitoring officer should have unqualified access to any non-operational information held by the Chief Constable which might assist them, any employee of the Chief Constable, and with the consent of the Chief Constable, any police officer. The monitoring officer must

send a copy of their report to the PCP for scrutiny. The PCC has a legal duty to give the monitoring officer the staff, accommodation and other resources which are needed so that they can carry out their duties.

Chief Finance Officer

A PCC must also appoint a Chief Finance Officer (CFO). The statutory responsibilities of the CFO of the PCC are set out in paragraph 6 of Schedule 1 to the [Police Reform and Social Responsibility Act 2011](#), Section 127 of the [Greater London Authority Act 1999](#) (in the case of the MOPAC) and [Section 114 of the Local Government Finance Act 1988](#). The qualifications for the CFO are set out in [Section 113 of the Local Government Finance Act 1988](#).

The [Accounts and Audit Regulations 2015](#) impose further responsibilities in England. The [Accounts and Audit \(Wales\) Regulations 2014](#) apply in Wales.

In the context of the [Police Reform and Social Responsibility Act 2011](#) and its associated [Policing Protocol](#), these mean that the Chief Finance Officer of the PCC is responsible for:

- ▶ ensuring that the financial affairs of the PCC are properly administered and that financial regulations are observed and kept up to date;
- ▶ ensuring regularity, propriety, feasibility and value for money in the use of public funds;
- ▶ ensuring that the funding required to finance agreed programmes is available from central Government and Welsh Government funding, precept, other contributions and recharges;
- ▶ reporting to the PCC, the PCP and to the external auditor any unlawful, or potentially unlawful, expenditure by the PCC or officers of the PCC;
- ▶ reporting to the PCC, the PCP and to the external auditor when it appears that expenditure is likely to exceed the resources available to meet that expenditure;
- ▶ advising the PCC on the robustness of the budget and adequacy of financial reserves;
- ▶ ensuring production of the statements of accounts of the PCC and confirming (or in Wales certifying) that they present a true and fair view of the financial position of the PCC at the end of the financial year to which it relates and of the PCC's income and expenditure for that financial year;
- ▶ ensuring receipt and scrutiny of the statements of accounts of the Chief Constable and ensuring production of the group accounts;

- ▶ liaising with the external auditor;
- ▶ advising the PCC on the application of value for money principles by the police force to support the PCC in holding the Chief Constable to account for efficient and effective financial management; and
- ▶ advising, in consultation with the Chief Executive, on the safeguarding of assets, including risk management and insurance.

The CFO of the PCC has certain statutory duties which cannot be delegated, namely, reporting any potentially unlawful decisions by the PCC on expenditure and preparing each year, in accordance with proper practices in relation to accounts, a statement of the PCC's accounts, including group accounts.

The CFO of the PCC is the PCC's professional adviser on financial matters. To enable them to fulfil these duties and to ensure the PCC is provided with adequate financial advice, the CFO of the PCC must:

- ▶ be a key member of the PCC's Leadership Team, working closely with the Chief Executive, helping the team to develop and implement strategy and to resource and deliver the PCC's strategic objectives sustainably and in the public interest;
- ▶ be actively involved in, and able to bring influence to bear on, all strategic business decisions of the PCC, to ensure that the financial aspects of immediate and longer term implications, opportunities and risks are fully considered, and aligned with the PCC's financial strategy;
- ▶ lead the promotion and delivery by the PCC of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively;
- ▶ ensure that the finance function is resourced to be fit for purpose; and
- ▶ be suitably experienced and ensure professional knowledge is kept current through continuing professional development.

Further information can be found in *The role of the chief financial officer in public service organisations* and *The Role of CFOs in Policing* issued by the Chartered Institute of Public Finance and Accountancy (CIPFA).

These principles apply as appropriate in respect of the role of the CFO of authorities where PCC functions are exercised by a Mayor, however, where the above references statements of accounts of the PCC, this should be read as statements of accounts for the Combined Authority.

2.6 Securing and maintaining public confidence

PCCs have a direct mandate to hold the police to account on behalf of all communities and a responsibility to use this reach to help build public confidence in policing and tackle crime and anti-social behaviour.

Sir Robert Peel set out nine principles of policing and at their heart is policing by consent. These principles were set out in the 'General Instructions' that were issued to every new police officer from 1829.

Sir Robert Peel's nine principles of policing

- ▶ To prevent crime and disorder, as an alternative to their repression by military force and severity of legal punishment.
- ▶ To recognise always that the power of the police to fulfil their functions and duties is dependent on public approval of their existence, actions and behaviour and on their ability to secure and maintain public respect.
- ▶ To recognise always that to secure and maintain the respect and approval of the public means also the securing of the willing co-operation of the public in the task of securing observance of laws.
- ▶ To recognise always that the extent to which the co-operation of the public can be secured diminishes proportionately the necessity of the use of physical force and compulsion for achieving police objectives.
- ▶ To seek and preserve public favour, not by pandering to public opinion; but by constantly demonstrating absolutely impartial service to law, in complete independence of policy, and without regard to the justice or injustice of the substance of individual laws, by ready offering of individual service and friendship to all members of the public without regard to their wealth or social standing, by ready exercise of courtesy and friendly good humour; and by ready offering of individual sacrifice in protecting and preserving life.
- ▶ To use physical force only when the exercise of persuasion, advice and warning is found to be insufficient to obtain public co-operation to an extent necessary to secure observance of law or to restore order, and to use only the minimum degree of physical force which is necessary on any particular occasion for achieving a police objective.
- ▶ To maintain at all times a relationship with the public that gives reality to the historic tradition that the police are the public and that the public are the police, the police being only members of the public who are paid to give full time attention to duties which are incumbent on every citizen in the interests of community welfare and existence.

- ▶ To recognise always the need for strict adherence to police-executive functions, and to refrain from even seeming to usurp the powers of the judiciary of avenging individuals or the State, and of authoritatively judging guilt and punishing the guilty.
- ▶ To recognise always that the test of police efficiency is the absence of crime and disorder, and not the visible evidence of police action in dealing with them.

NOTABLE PRACTICE Lincolnshire PCC: Independent Assurance of the Lincolnshire Police approach to Violence Against Women and Girls (VAWG)

The Lincolnshire PCC has set up various panels designed to hold the police to account on behalf of communities. An example of this is the [Independent Assurance of the Lincolnshire Police approach to Violence Against Women and Girls](#).

Following the murders of Sarah Everard and other women in the Metropolitan Police area that caused concern among the public, the Lincolnshire PCC set up the independent panel to carry out two main functions:

- ▶ review, scrutinise and advise the Lincolnshire PCC on the programme of work undertaken by Lincolnshire Police that can affect women and girls; and
- ▶ provide external visibility and assurance to the public through quarterly public assurance meetings, assuring the public that the PCC is holding Lincolnshire Police to account regarding their approach to VAWG.

Acting as the voice of victims and communities

When a PCC makes their oath accepting their position, otherwise known as the [Declaration of Acceptance of Office](#), PCCs pledge to act as the voice of victims and communities, in order to support the development of positive relationships with the police.

PCCs need to engage all groups of people in their local area, including those groups who do not place much trust in the police, to increase public confidence. By visibly holding the police to account on behalf of their entire local community, PCCs can use their functions to drive better performance and support police legitimacy. This is particularly relevant where use of policing powers, and tactics are known to have a disproportionate impact on specific groups.

PCCs must also consider how best to understand the levels and drivers of public trust and confidence in the police and engage diverse communities across their local area. For example, in

terms of communication, PCCs should use a combination of digital and in-person activities, to ensure their engagement reaches those people who have less visibility of a PCC's online activity.

Similarly, PCCs need to take steps to publish and communicate information in a variety of accessible formats. It is important that PCCs are accessible and engage with everyone they represent in a manner that takes account of specific needs. Being inclusive and communicating in an easily accessible way will help build confidence with everyone and could lead to better engagement.

NOTABLE PRACTICE Merseyside PCC: Modern Slavery Network

The Merseyside PCC exercised her duty to act as the voice of victims and communities in the context of modern slavery by establishing the region's [Modern Slavery Network](#) to improve support for victims.

By acting as a convening force between partners within the modern slavery response system, the Merseyside PCC has brought together partners to focus efforts on producing a region-wide strategy focused on raising awareness and educating the public on the tell-tale warning signs of modern slavery.

This awareness raising was executed in order to improve the response to modern slavery by the police and other authorities, and to support victims and survivors in communities.

Holding the Chief Constable to account for building public confidence

Chief Constables have a statutory duty to engage the public. This includes making arrangements for both obtaining the views of the public in relation to crime and disorder in the local area and sharing information about policing in local neighbourhoods, as set out in s.34 of the PRSR Act 2011 it is important PCCs hold Chief Constables to account for engaging with the public in this way, which in turn will help build confidence in the police.

To ensure they can hold Chief Constables to account effectively, PCCs should familiarise themselves with existing guidance available to the police on maintaining effective community engagement. The College of Policing has [engagement guidance](#) on its website which is regularly reviewed. We expect that Chief Constables will be held to account by PCCs for adhering to the Code of Practice for ethical policing ([Ethical policing: code of practice \(www.gov.uk\)](#)) and the duty of candour within that Code.

NOTABLE PRACTICE South Wales PCC: Beyoncé at the Principality Stadium

PCCs often hold private meetings with their Chief Constables (CCs) so that they can scrutinise operational decisions on a one-to-one basis. Within these meetings, some PCCs may suggest that operational decisions are presented to the public to improve trust and confidence in the police and the operational decision.

In the lead up to the Beyoncé concert at the Principality Stadium in Cardiff, the South Wales PCC consulted with the CC to understand the rationale behind the use of Live Facial Recognition (LFR) for the event.

During a private meeting, the South Wales PCC recommended to the CC that the rationale relayed to the PCC should be relayed to the public in order to engage with the community and gain their trust and confidence in the use of LFR.

The CC engaged with the public outlining the use of LFR and its rationale, which led to public confidence in its use for the Beyoncé concert:

- ▶ To identify serious offenders and suspects on a watchlist, such as terrorism suspects.
- ▶ Facial images and data are automatically deleted immediately after scanning.
- ▶ The decision to intervene is done by a human.
- ▶ The deployment of LFR is exclusively overt, with highly identifiable vehicles and a large amount of signage.

Public sector equality duty

Compliance with the public sector equality duty is vital for building and maintaining public confidence in policing.

The [Equality Act 2010 \(Section 149\)](#) requires all public authorities, including PCCs, to have regard to the following matters in the exercise of their functions:

- ▶ Eliminate unlawful discrimination, harassment and victimisation and other conduct prohibited by the [Equality Act 2010](#).
- ▶ Advance equality of opportunity between people who share a protected characteristic and those who do not.
- ▶ Foster good relations between people who share a protected characteristic and those who do not.

In advance of taking a decision, PCCs must take into account the impact it may have. An Equality Impact Assessment (EIA)

is a tool that enables assessment of the impact of a policy on different protected characteristic groups and the development of steps that can be taken to promote equality. It ensures that policy is developed in an informed and effective way and can help eliminate discrimination. EIAs should be integrated with policy creation from the outset. A full EIA may not be required, and this can be determined by assessing whether a full EIA is relevant and proportionate, in line with the Public Sector Equality Duty.

It is important that policing is diverse at all levels and provides equal opportunity for all. PCCs should champion equality and diversity principles across their role. They should work to help ensure that policing becomes more representative of the communities that it serves. They should take steps to promote a diversity of candidates to Chief Constable vacancies.

NOTABLE PRACTICE West Yorkshire Deputy Mayor for Policing and Crime: equality information

In West Yorkshire, the Deputy Mayor for Policing and Crime (DMPC) and West Yorkshire Police publishes a range of [equality information](#) annually, broken down into service delivery and workforce data.

The service delivery data, which is broken down by variables such as ethnicity, nationality, gender and age, includes: stop and search figures; arrests; domestic violence offences; racist incidents with data around victim satisfaction; antisocial behaviour; victim satisfaction; and confidence.

The workforce data, also broken down by variables previously listed, includes: workforce rank and grade; workforce progressions; and leavers (including reasons for leaving).

The NPCC and College of Policing have published their [Diversity, equality and inclusion strategy 2021-2024](#). This strategy aims to ensure that by 2025 policing will be a profession with a more representative workforce that will align the right skills, powers and experience to deliver a fair and responsive service that engages effectively with staff, partners and communities and builds on organisational values and culture.

2.7 Supporting victims and witnesses of crime

PCCs are responsible for commissioning local services for victims. PCCs are well placed to deliver services to victims as they have oversight of how the CJS locally is meeting the needs of victims, they are also the local victims' advocate. The MOJ provides PCCs with grant funding each year to commission practical and emotional support services for victims of all crime types in their local force area.

PCC role in relation to victims

- ▶ [Section 143 of the Anti-Social Behaviour, Crime and Policing Act 2014](#) gave PCCs wide-ranging powers to provide support services for victims of crime.
- ▶ [Section 12 of the PRSR Act 2011](#) requires PCCs to produce an annual report at the end of each financial year, that specifies the victim and witness services that have been commissioned and provided.
- ▶ PCCs are listed as service providers in the [Victims' Code](#), which sets out a minimum level of service that criminal justice agencies have to provide to victims of crime, including families bereaved by crime. While PCCs are not explicitly specified in the Code to deliver particular services, MOJ victim grant agreements with PCCs state that commissioned activities must satisfy the requirements of the Victims' Code.
- ▶ PCCs have formal responsibilities, as set out in the [Victims Strategy](#), for monitoring the compliance of CJS bodies with the requirements in the Victims' Code, reporting back on this to the MOJ and identifying issues through local criminal justice partnership arrangements to determine effective local intervention.
- ▶ As part of MOJ grant agreements with PCCs, they are required to submit regular reports to the MOJ on the delivery and impact of the activities funded.

The funding supports commissioners to invest in the development of services to deliver high-quality support to victims of crime. A significant proportion of this funding is allocated to PCCs on a multi-year basis, and where possible, they are expected to pass this multi-year commitment on to their commissioned services.

Additionally, the MOJ published the [Victims Funding Strategy \(VFS\)](#) in May 2022, a cross-government Strategy that sets out a framework to improve the way victim support services across government are funded to better align and co-ordinate funding. The strategy introduced national commissioning standards, applicable to local commissioners across all crime types, which encourage an expected level of service for victims. It also introduced core metrics and outcomes to be collected on all government funding in the victims' space, to ensure the needs of victims are met and building a comprehensive evidence and impact base. Commissioners are expected to take account of the principles and standards set out in the VFS when commissioning victim support services.

CASE STUDY Independent Sexual Violence Advisors (ISVA)

Research² involving 585 reported rapes found that victims who received support from services such as ISVAs were 49% less likely to withdraw from the criminal justice investigation process compared to those who did not receive support.

NOTABLE PRACTICE South Yorkshire PCC – Collaboration Effectiveness Framework

The South Yorkshire PCC and South Yorkshire Police (SYP) have many collaboration agreements in place, a good example is the Modern Slavery and Organised Immigration Crime Programme.

SYP has developed a Collaboration Effectiveness Framework (CEF) that is being used to review collaborative activity based on an assessment of risk and significance of the activity. The CEF is based on best practice from organisations such as His Majesty's Inspector of Constabulary and Fire & Rescue Services (HMICFRS), The Chartered Institute of Public Finance and Accountancy (CIPFA) and the independent research body - the Police Foundation.

A Collaboration Effectiveness Board (CEB) is in place, chaired by the Deputy Chief Constable (DCC) and managed by the Innovation & Collaboration Manager. The CEB is responsible for coordinating assurance activity and the delivery of the Collaboration Effectiveness Framework (CEF). The CEB has put in place a review plan that runs from October 2022 for two years and details when SYP expects to review each piece of collaborative activity. HMICFRS has recorded this approach as 'notable practice'.

PCCs and collaboration agreements

PCCs may enter into collaboration agreements with other PCCs, policing organisations, blue light services (a separate duty to collaborate exists via the Policing and Crime Act 2017), public or private sector partners, where it enables improved efficiency or effectiveness. Chief constables must give consent if the collaboration involves the delivery of police functions.

Collaboration agreements involving more than one policing body or police force are enabled through Section 22A of the Police Act 1996. Under this framework, one policing body or police force, may act as the lead.

PCCs will enter into a variety of collaborations at a local, regional or national level according to their needs. Collaborations generally exist across the more specialist areas of policing, where there is financial or operational benefit for two or more forces to deliver these together. Regional Organised Crime Units (ROCs) are an example of a regional collaboration.

It is important that PCCs have in place clear and robust governance arrangements around collaborations to ensure they are delivering value for money or enhancing the effectiveness and resilience of policing capabilities. PCCs may be engaged in agreeing strategic plans and setting budgets for collaborations as well as holding the Chief Constable to account. The requirements will be set out in the relevant Section 22A Collaboration Agreement. Some PCCs may be nominated to sit on the governance boards of some national collaborations, such as the National Police Air Service (NPAS) Strategic Board or the National Counter Terrorism Collaboration Agreement Strategic Board.

² Victims Funding Strategy (www.gov.uk): Walker et al. 'Rape, Inequality and the Criminal Justice Response in England: The Importance of Age and Gender'.

3 PCC MODEL: NATIONAL PARTNERSHIPS

3.1 Working with the Home Office

The Home Office is the lead government department for immigration and passports, drugs policy, crime, fire, counter-terrorism and policing.

PCCs are responsible for ensuring policing is accountable to the communities they serve. The Home Secretary is ultimately accountable to Parliament and charged with ensuring the maintenance of the King's Peace, safeguarding the public, protecting our national borders and security, and the role that the police play within the delivery of any national response to policing issues that arise.

Given these mutual priorities, namely the prevention of crime and effective delivery of policing, it is crucial that PCCs and the Home Office work effectively in partnership. [The Policing Protocol](#) sets out the roles and responsibilities of these partners in the context of the wider policing landscape.

Working with Home Office Boards

To co-ordinate the effective delivery of these mutual priorities, there are a number of Home Office boards that bring together key partners to support their aim of reducing crime.

National Policing Board (NPB)

The NPB was established in July 2019 to bring together senior police leaders and the Government. It is a key part of how the Government communicates its priorities on policing to the public. The board enables the Home Secretary to set the national, long-term strategic direction for policing, and to hold the service to account for the delivery of the Government's key policing commitments. It aims to meet quarterly, and the minutes of the NPB are published on gov.uk.

Members of the board include all relevant Home Office ministers, as well as representation from across the policing system for England and Wales. This includes the chairs of the Association of Police and Crime Commissioners and National Police Chiefs' Council (NPCC), an additional PCC to support specific agenda items, HMCIC, the Chief Executive Officer of the College of Policing, the Head of UK Counter Terrorism Policing, the Commissioner of the Metropolitan Police Service, the Director General of the NCA and the Director General of IOPC.

The NPB routinely invites relevant experts such as NPCC portfolio leads according to the matters for discussion. By bringing together senior leaders with statutory powers, the board provides the mechanism to respond rapidly to any emerging cross-cutting issues, or to commission work from sector leaders on issues as required, while respecting the statutory powers of individual board members.

The Chief Constables of the Police Service of Northern Ireland (PSNI) and Police Scotland will be invited to attend (on an annual

basis) to provide an opportunity to engage on cross-cutting issues, while respecting that territorial policing is a devolved matter in both Northern Ireland and Scotland.

The NPB has the following separate sub-boards:

Strategic Change and Investment Board (SCIB)

Coordinates, prioritises, and drives investment in the policing system and has sight of a range of funding allocations to meet government priorities around crime prevention and reduction.

Crime and Policing Board (CPB)

Discusses cross-cutting crime issues to help identify opportunities to collectively drive improvements in performance.

The Police Covenant Oversight Board

Ensures the long-term success of the Police Covenant.

3.2 Working with the Ministry of Justice

The Ministry of Justice (MOJ) brings together responsibility for criminal justice, prisons, and penal policy (previously the Home Secretary's responsibility) and responsibility for the courts and legal aid.

Their key focus is to build public confidence in the justice system by protecting the public from serious offenders by reducing reoffending; delivering swift access to justice; and improving the safety and security of prisons.

This is facilitated by oversight of the courts (through His Majesty's Courts and Tribunals Service); prisons and probation (through His Majesty's Prison and Probation Service); ongoing work with the youth justice system; and responsibility for the Victims' Code and providing funding for victims' services.

PCCs have a duty to work in partnership with the MOJ to provide an efficient and effective CJS for their police area ([Section 10 of the PRSR Act 2011](#)). PCCs can work with the MOJ to improve the way the CJS supports the victims of crime, protects the public and reduces reoffending.

3.3 His Majesty's Prison and Probation Service

His Majesty's Prison and Probation Service (HMPPS) is an executive agency of the MOJ. It has responsibility, on behalf of the Secretary of State for Justice, for delivering the orders of the courts by providing for England and Wales public sector prison, probation, and youth custody services, and managing the provision of private sector prisons and services.

Responsibilities

Within England and Wales, HMPPS is responsible for:

- ▶ running prison and probation services.
- ▶ rehabilitation services for people in our care.
- ▶ ensuring support is available to reduce reoffending; and
- ▶ contract managing private sector prisons and services such as the prisoner escort service and electronic tagging.

HMPPS works collaboratively with providers and partners to deliver a system that maintains the highest levels of public protection, keeps prisons safe and secure, supports the people it works with to rehabilitate, and reduces reoffending.

Partnership working between PCCs and the Probation Service

The Probation Service for England and Wales is responsible for the supervision of those on a community sentence, the provision of reports to the criminal courts to assist them in their sentencing duties, alongside pre-release and resettlement functions to support those leaving prison. It has several aims including but not limited to protecting the public, empowering those that commit crimes to want to make positive changes and reducing the likelihood of reoffending.

Role and responsibilities of the Probation Service

- ▶ **Sentence management** Strengthening the probation practitioner's relationship with people on probation, using the right key skills, activities and behaviours to achieve the most effective outcomes and enable offenders to make positive changes to their lives.
- ▶ **Unpaid work, accredited programmes and structured interventions** Making placements and programmes available locally, with a thorough assessment and induction process, regular reviews of active cases and ongoing professional development for staff delivering interventions.
- ▶ **Resettlement** Enhancing the pre-release system by appointing a community responsible officer lead responsible for offenders prior to release during the final phase of prison, through to transition, and post-release.
- ▶ Other interventions that meet rehabilitative and resettlement needs are delivered by Commissioned Rehabilitative Service providers with cases managed according to the risk, need and sentence type.

The current Probation Service was created on 26 June 2021, establishing a new unified model of delivery and is part of His

Majesty's Prison and Probation Service, an executive agency of the MOJ ultimately answerable to Parliament through the Secretary of State and is made up of HM Prison Service and Youth Custody Service alongside the Probation Service.

There are 12 probation regions under the leadership of Regional Probation Directors (RPDs), with the RPD setting out the requirements and priorities of both in-house and commissioned delivery through the Regional Reducing Reoffending Plans and working in partnership across a range of statutory partners, private and voluntary organisations.

The 12 probation regions in England and Wales



Codes and naming conventions:

- A** North East
- B** North West
- C** Yorkshire and the Humber
- D** Wales
- E** West Midlands
- F** East Midlands
- G** South West
- H** South Central
- I** East of England
- J** London
- K** Kent, Surrey and Sussex
- L** Greater Manchester

A key strategic objective of HMPPS is to transform services through partnership, expanding and strengthening partnerships, coordinating services, and achieving greater synergy across organisations to better use our collective resources all play a part.

Reducing reoffending is a shared interest for PCCs and the Probation Service. According to the Offending Histories statistics³ 182,414 offenders were cautioned or convicted for an indictable offence in 2022; 78% of them had at least one prior caution or conviction. This is down slightly from 2021, when 79% of offenders cautioned or convicted for an indictable offence had at least one prior caution or conviction.

This attests to the importance of PCCs and the Probation Service working closely to address shared priorities and promote strategic partnership working across the CJS to ensure a focus on the wider outcomes and pathways that help reduce crime and reoffending.

³ Ministry of Justice, National Statistics Offending Histories Q4 2022, published 18 May 2023

Part Two of the PCC Review found a clear willingness among PCCs and RPDs to increase collaborative working underpinning existing examples such as in relation to Integrated Offender Management and Multi-agency Public Protection Arrangements. This has been made easier since the restructuring of the Probation Service, meaning there is only one regional partner for PCCs to engage with on every aspect of offender management and rehabilitation.

3.4 Crown Prosecution Service

The Crown Prosecution Service (CPS) operates across England and Wales with 14 regional teams prosecuting cases locally. Each of these 14 areas is headed by a Chief Crown Prosecutor and works closely with local police forces and other criminal justice partners.

The CPS is represented on Local Criminal Justice Boards and engages openly with a wide range of stakeholders, such as through Local Criminal Justice Partnerships and local and national scrutiny panels through which community representatives, non-governmental organisations and academics provide feedback on CPS decision making. The scrutiny panels also have external consultation groups for CPS policy priorities, which ensure that CPS guidance for prosecutors reflects best practice and is responsive to communities' needs.

PCCs and their staff should engage in the CPS Local Scrutiny Involvement Panels (LSIPs) and Community Conversations which are often established and delivered in partnership with local police forces.

3.5 Youth justice system

The youth justice system in England and Wales is distinct from the wider justice system and is for children aged 10-17. The principal aim of the youth justice system is set out in the [Crime and Disorder Act 1998](#), to 'prevent offending by children and young persons'.

Youth Offending Teams

A Youth Offending Team (YOT), sometimes referred to as a youth justice service, is a partnership of organisations (including the police, health, probation and the local authority) responsible for co-ordinating the provision of youth justice services in its local authority area. It is the duty of every local authority, acting with partner agencies, to set up one or more teams.

YOT responsibilities include but are not limited to: the delivery of community sentences; supervising young people on licence following their release from custody; the assessment of young persons and the provision of rehabilitation programmes; and providing reports or other information required by courts in criminal proceedings against children and young people.

YOTs are overseen by local Management Boards (comprising a range of statutory and voluntary partners) and are funded through a range of sources (including the local authority, police, health and centrally from the MOJ).

PCCs are encouraged to attend their respective YOT Management Board as well as providing funding from their prevention funds.

As the strategic leaders for tackling crime in their respective areas, PCCs have a direct influence on youth justice and children in their local area. Addressing youth crime may be a priority for PCCs as children who continue to commit crime risk becoming adults who offend. Strengthened relationships between YOTs and their PCC provide an optimal opportunity to create safer neighbourhoods for all by addressing criminal behaviour in children early. PCCs should work closely with their respective YOT when devising youth justice plans and provide funding for programmes or projects that aim to divert children away from a life of crime.

CASE STUDY Wiltshire and Swindon

A strong partnership between a YOT and their respective PCC is dependent on local relationships. It is important that agencies facilitate room for consistent join-up to identify areas for local strategic and financial alignment, and enhance opportunities for the effective use of local resources to prevent youth crime.

Wiltshire PCC is undertaking a mapping exercise with Wiltshire and Swindon YOTs to understand the gaps in youth justice provision and ensure join up across their partnerships. The PCC also funds several local projects to prevent offending and deter children within the system from reoffending including, but not limited to:

- ▶ Providing coaching pathways with Swindon Football Club to divert children away from crime,
- ▶ An online Youth Activity Hub to accompany the out-of-court disposal platform with a range of modules that children can complete online,
- ▶ Funding eight sessions per YOT for 'street doctors' to work with children in response to serious youth violence,
- ▶ the provision of free youth-crime focused workshops for youth professionals e.g. virtual sessions on how best to support children experiencing child exploitation as a result of county lines – led by the youth service for Crimestoppers, [Fearless.org](#)

Youth Justice Board

The Youth Justice Board (YJB) is a non-departmental public body established by the [Crime and Disorder Act \(1998\)](#) to monitor the

youth justice system to understand how it is operating; distribute grants to local services; support the provision of IT services for YOTs; collate and publish information; commission research to support practice development; and identify and share evidence-informed practice across the sector.

3.6 The Judiciary

As a result of the [Constitutional Reform Act 2005](#), the Lord Chief Justice is head of the judiciary for England and Wales. PCCs should work with the judiciary to deliver justice but must appreciate that individual judges and the judiciary as a whole are independent and the PCC remit does not include what takes place at court.

3.7 HM Courts and Tribunals Service

HM Courts & Tribunals Service (HMCTS) is an agency of the MOJ and was created on 1 April 2011. It operates based on a partnership between the Lord Chancellor and the Lord Chief Justice.

HMCTS is responsible for providing the supporting administration for a fair, efficient and accessible courts and tribunal system, supporting an independent judiciary in the administration of justice, driving administrative improvements, collaborating effectively with other justice organisations and agencies to improve access to justice, and working with government departments and agencies to improve the quality and timeliness of their decision making.

The organisation's responsibility covers criminal, civil and family courts and tribunals in England and Wales, as well as non-devolved tribunals in Scotland and Northern Ireland.

Through the courts and tribunals, HMCTS gives people and businesses access to justice including victims and witnesses of crime and defendants accused of crimes.

HMCTS works closely with PCCs as part of the LCJB relationship to ensure Criminal Justice agencies work together to provide an efficient and effective CJS.

Further information is available on the [HMCTS website](#).

3.8 Devolved administrations

Wales

Wales has four territorial police forces – South Wales, Gwent, Dyfed-Powys and North Wales.

PCCs replaced police authorities in Wales as well as in England, meaning each of the four Welsh forces has a directly elected and accountable PCC. Arrangements in Wales and England are broadly the same, but the [PRSR Act 2011](#) reflects the Welsh devolution settlement and the specific powers of the National Assembly for Wales and Welsh Ministers.

Northern Ireland

The Northern Ireland Policing Board (NIPB) is the police authority for Northern Ireland, charged with supervising the activities of PSNI. The NIPB exercise many of the same functions as that of a PCC in England or Wales. It is an independent public body made up of 10 Political and nine Independent Members established to ensure for all the people of Northern Ireland an effective, efficient, impartial, representative, and accountable police service which will secure the confidence of the whole community, by reducing crime and the fear of crime. The political members are nominated from among members of the Northern Ireland Assembly and the independent members appointed by the Minister of Justice following open competition.

Further information is available on the [NIPB website](#).

Scotland

In Scotland policing is the responsibility of Police Scotland. It is held to account by the Scottish Police Authority (SPA) which is accountable to Scottish Ministers and the Scottish Parliament.

The SPA is also responsible for the management and delivery of forensic services and independent custody visiting in Scotland. They set the strategic police priorities, which are supported by the Scottish Police Authority's strategic police plan and Police Scotland's annual plan.

Further information is available on the [SPA website](#).

4 PCC MODEL: LOCAL PARTNERSHIPS

The importance of local partnerships is widely acknowledged and PCCs must be able to effectively develop and maintain these partnerships, bringing together local agencies to tackle the issues that affect their communities.

A barrier to effective partnership working is the ability to access and share data. PCCs need to be able to access and interpret relevant and timely data to hold their Chief Constables to account and to work with their partners to ensure an efficient and effective CJS. Assessing efficiency and effectiveness is complex due to the multifaceted nature of the policing mission and its operating context.

Whilst PCCs generally have good access to police force data, it is understood that they currently struggle to consistently access criminal justice data and data from other key partners at a local and national level. This hampers both the ability of partnerships to take an effective, joined up approach to operational delivery and PCCs' ability to scrutinise outcomes on behalf of victims. The APCC continues to work with the Home Office and other sector partners to encourage a data sharing culture and ensure PCCs and criminal justice partners have the guidance they need to facilitate a more consistent approach to data sharing between agencies and to improve local confidence in doing so. In October 2023, the Home Office and MOJ published national guidance on data sharing for the CJS and a template Memorandum of Understanding to support data sharing between local partners. This can be accessed on the [Criminal Justice Board website](#).

4.1 Local government

Local authorities are responsible for a range of public services for people and businesses in defined areas such as social care, schools, housing and planning, waste collection, licensing and business support.

As well as a focussed role in scrutinising the work of the PCC through Police (Fire) and Crime Panels, PCCs and their teams need to work with local authorities and partners to tackle crime given their mutual priorities. This should include any wider local economic forums given the close links between community safety and economic growth. Section 102 of the [Local Government Act 1972](#), allows for a relevant PCC to be appointed to a committee or sub-committee in response to a request made by the PCC.

Both local authorities and PCCs share an interest in improving a range of areas, from youth justice and reducing reoffending, to health and safeguarding children and vulnerable adults. Local Public Health Directors, for example, have been employed by local authorities since 2013 to take a wider approach to the determinants of health and health inequalities to support victims and the vulnerable and reduce crime.

In addition, Section 10 of the [PRSR Act 2011](#) requires that a PCC, in exercising their functions, has regard to the relevant priorities

of each responsible authority. PCCs should therefore ensure they have regard to local authority priorities within their plans and local authorities should do the same.

The [Local Government Association \(LGA\)](#) represents local authorities in England. In Wales, all unitary authorities are members of the [Welsh Local Government Association \(WLGA\)](#).

PCCs also work in partnerships across the CJS, a duty set out in [Section 10 of the PRSR Act 2011](#). At a national level, a PCC representative sits as a member of the [National Criminal Justice Board \(NCJB\)](#) which brings together senior criminal justice leaders. It promotes a joined-up collaborative approach driving forward work to address challenges faced by the system and maintaining oversight of the criminal justice process.

Local Criminal Justice Boards (LCJBs) bring together criminal justice organisations, normally at the police force area level, to support joint working and improve services. LCJBs enable collaboration and contribute to the reduction of crime through improvements in the efficiency and integrity of the local CJS, as well as seeking to improve the experience of victims and witnesses of crime. By working in partnership, LCJBs aim to improve services to the public.

Membership of a LCJB can vary but is likely to include as a minimum the PCC, the police, the Crown Prosecution Service, prison and probation service, youth offending services, the courts and local authorities. Historically LCJBs have been chaired by either a PCC or Chief Constable, but recently they have typically been chaired by PCCs.

Part Two of the PCC Review heard how important effective LCJBs can be as a lever for PCCs where they have defined purpose, membership, and regular attendance at the right level for decision making. Options are currently being developed to place LCJBs on a statutory footing, including defining the role of the PCCs as the Chair. Alongside this, the MOJ has strengthened the supporting guidance available to LCJBs. The National Guidance for Local Criminal Justice Boards has now been published and is available on the [Criminal Justice Board section of the gov.uk website](#).

LCJBs can also have subgroups focused on issues such as victims and witnesses, reducing reoffending, and CJS efficiency and effectiveness. PCCs and their offices should find these subgroups useful in driving partnership working, agreeing co-commissioning priorities and assisting in joint performance.

All partnership arrangements and local fora must respect prosecutorial and judicial independence and decision making. PCCs have no role in the criminal justice process involving the charging, trial or sentencing of defendants.

In some areas across the country, there has been an increased desire to form a Regional Criminal Justice Collaboration Forum (RCJCF) to monitor performance and achieve intended outcomes.

For example, West Midlands (which refers to Staffordshire, Warwickshire, West Mercia and West Midlands policing areas) hold RCJCF meetings quarterly to ensure that the CJS across the West Midlands Region is efficient and effective. Through the collaboration and coordination of PCCs and agencies from across West Midlands, such as NHS England and the National Probation Service, cross-regional challenges and core issues are identified, and action plans are put in place to address these. The use of a regional forum is not a replacement for LCJBs but a supplement to existing LCJBs.

NOTABLE PRACTICE Dorset PCC: Combating Drugs Partnership

Local Combating Drug Partnerships (CDPs) have been set up across England, bringing together a range of partners – including local government, the NHS, the voluntary and community sector, policing and schools – to implement the 10-year ‘From Harm to Hope’ drug strategy.

PCCs are leading many CDPs as Senior Responsible Owners because they are well placed to ensure that CDPs are bringing together all the three strands of the drug strategy (enforcement, treatment and prevention) and – as elected local leaders – to provide accountability for local authority public health leads who manage the additional funding from government to drive improvements in treatment.

PCCs in Wales – where health is devolved – are playing a similar role with respect to Area Partnership Boards working closely with local government, the NHS and other partners. Many PCCs are involved in direct partnerships with local authorities to implement local CDP strategies to reduce drug-related harms.

In Dorset, multi-agency guidance and procedures have been produced to ensure substance misuse treatment is offered at every stage of dealing with criminal offences by young people, and has been produced in partnership by the local authority, treatment provider and Dorset police, with the PCC playing a leading role in driving and co-ordinating this initiative.

More information about how PCCs are combating substance misuse and addiction – including further examples of CDPs – can be found in the APCC *Tackling Addictions In Focus* report.

4.2 Community Safety Partnerships

There are around 320 Community Safety Partnerships (CSPs) across England and Wales. CSPs were introduced by the [Crime and Disorder Act 1998](#) and comprise representatives from the police, fire and rescue services, local authorities, health and probation services. CSPs generally operate at local authority level,

often with several CSPs operating within one PCC area. In some cases, however, CSPs across a larger geographical footprint have merged.

CSPs bring together local partners who have a number of statutory duties regarding the reduction of crime and disorder in their local areas.

Among these duties, the [Crime and Disorder Act 1998](#) establishes that CSPs must formulate and implement strategies for:

- ▶ the reduction of crime and disorder;
- ▶ the reduction of anti-social behaviour (ASB);
- ▶ the reduction of reoffending;
- ▶ preventing people from becoming involved in serious violence in the area and the reduction of instances of serious violence in the area; and
- ▶ combating the misuse of drugs, alcohol and other substances.

The [Crime and Disorder Act 1998](#) also establishes that in England, if the relevant CSPs request it, PCCs can make a combination (merger) agreement with the responsible authorities that make up CSPs in relation to two or more local government areas in England if every responsible authority in relation to that area is a party to the agreement. A combination agreement is an agreement for the CSPs’ statutory duties to be performed in relation to the combined area as if it constituted only one local government area. The Secretary of State retains a role in agreeing to mergers which involve more than one police area.

Under the 1998 Act, PCCs also have the power to request a report from a CSP on their work to reduce crime and disorder, if the commissioner is of the view that the partnership is not carrying out its crime reduction functions in an efficient and effective manner and the PCC considers it reasonable and proportionate in all the circumstances to do so.

The [Crime and Disorder \(Formulation and Implementation of Strategy\) Regulations 2007](#) also give PCCs in England a power to require representatives of the responsible authorities for any area within the police area to attend a meeting to assist in the formulation and implementation of strategies relating to that area.

The 2011 [Police Reform and Social Responsibility Act](#) establishes that PCCs and CSPs must act in co-operation with each other. The 2011 Act also establishes that PCCs and CSPs should have regard for each other’s priorities within their respective plans.

Preventing and reducing ASB and crime requires effective partnership working since no one organisation has at its disposal all the means of addressing the underlying causes or drivers of crime. By bringing together a range of partners and operating at the hyper-local level, CSPs provide PCCs with a valuable forum to support delivery of their crime reduction agenda.

The CSP Review

The Home Office is currently undertaking a review of CSPs across England and Wales, as recommended in Part Two of the Police and Crime Commissioner Review.

Phase One of the CSP Review was launched in March 2023 alongside the [Anti-Social Behaviour Action Plan](#), and comprised a targeted consultation, which closed in May 2023.

On 14 November 2023, the [Government response](#) to the CSP Review and ASB Powers consultation was published. The response sets out a package of measures being taken forward in legislation and guidance to strengthen powers to tackle ASB and improve accountability and alignment between CSPs and PCCs. The measures will:

- ▶ Create a requirement for the CSP to include in their strategic assessments how it has had due regard to the police and crime objectives set out in the police and crime plan.
- ▶ Create a requirement for the CSP to send a copy of its strategic assessment to the PCC or equivalent.
- ▶ Create a requirement for the CSP to publish the executive summary of their strategic assessment.
- ▶ Clarify how PCCs can best fulfil their duty to have regard to the priorities of the responsible authorities making up the CSPs in the police force area.
- ▶ Create a power for PCCs to make recommendations on the activity of CSPs to support the delivery of the objectives set out in the police and crime plan.
- ▶ Create a duty on CSPs to take those recommendations into account. A CSP will not be mandated to implement the recommendation but should demonstrate consideration.

Phase Two of the CSP Review has now commenced and will aim to build on Phase One to consider the broader role and responsibilities of CSPs in the wider local partnership landscape.

Following the CSP Review, further guidance will be published to provide a template for best ways of working with CSPs.

Anti-social behaviour

In March 2023, the Government launched a plan to crack down on anti-social behaviour (ASB), aimed at restoring people's confidence that this behaviour will be quickly and visibly punished. This includes funding PCCs to pilot ASB Hotspot response and Immediate Justice pilots.

The CSP Review and ASB Powers consultation, which was referenced in the ASB Action Plan, was also intended to garner views on strengthening powers to tackle ASB. Following the publication of the Government response, the Government has set out a package of measures in the Criminal Justice Bill designed to strengthen the powers in the Anti-social Behaviour, Crime and Policing Act 2014 so that the powers are used by the police and other relevant agencies more consistently and effectively. These include measures such as allowing the police to implement Public Spaces Protection Orders, extending the dispersal power to 72 hours and setting out the PCC role in the ASB case review, which includes a requirement to promote the case review and to provide a route for victims to query decisions via their office.

4.3 Tackling drug misuse and supply

PCCs are responsible for forging strong partnerships with relevant agencies, including local authorities, prisons and probation services to ensure there is a whole-system response to addressing drug misuse. This will reduce crime locally, given nearly half of all acquisitive crimes (excluding fraud) are estimated to be associated with drug use⁴.

Senior leadership buy-in and support is essential to ensure that there is appropriate resource and priority placed on tackling drug misuse and supply within a local area, and PCCs can play a key role within this. This means supporting frontline practitioners including police or probation officers, doctors, nurses, drug workers, teachers, social workers or youth workers to work together. PCCs are involved in commissioning and supporting delivery of a wide range of initiatives and interventions to reduce drug-related offending in force areas.

As well as tackling supply, PCCs will also have a keen interest in the effective provision of drug treatment and recovery services, given the evidence that they can have a key role in reducing crime.

The [1998 Crime and Disorder Act](#) states that local areas must have a strategy for combating the misuse of drugs, alcohol and other substances, and this must be developed in partnership. Furthermore, in December 2021, the [Government's 10-year Drugs Strategy](#) was published which outlines the expectation that local areas in England develop a Combating Drugs Partnership (CDP) that brings together all relevant organisations and key individuals and has a nominated Senior Responsible Owner (SRO) as a single point of contact for central government. This partnership could cover one local authority or several, but it should have proactive oversight of the

4 https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/882953/Review_of_Drugs_Evidence_Pack.pdf (slide 91)

implementation of all three strategic priorities of the 10-year Drugs Strategy. It should ensure that local organisations work together to design provision jointly and agree where they can improve. Drugs Strategy guidance for local delivery partners can be found [here](#).

At a minimum, it is expected that the organisations listed in [Appendix 3 of the Drugs Strategy guidance](#) will participate in each partnership, with a nominated Chair as the senior responsible owner (SRO). PCCs are encouraged to take on this SRO role where appropriate and agreed with partners, and there are a number of PCCs that have chosen to do so. SROs in each CDP are accountable to national government for delivery of improved outcomes measured against the [National Combating Drugs Outcomes Framework](#). All relevant partners, including PCCs, should contribute to initiatives to address drug-related issues and to supporting the functioning of their Combating Drugs Partnership including continuing to fund drug-specific interventions.

The role of the SRO for each Combating Drugs Partnership includes leading the partnership in building a shared understanding of the local system landscape and challenges, overseeing development of a shared local plan addressing the three key priorities set out in the drugs strategy, and unblocking any issues that may arise across the system. They should be able to account for the partnership's performance against the National Combating Drugs Outcomes Framework and any specific objectives or targets that any partnership may have set for itself, identifying challenges and successes to share with peers and central government to increase understanding and improve practice.

As a 10-year commitment, the Government's Drugs Strategy will be a living document which continues to be developed and refined. The APCC will work closely with the government to support all PCCs in their role in relation to drugs, and specifically through national and regional networks of CDP SROs, where they fulfil this role.

PCCs are encouraged to work with their local force and the NCLCC (via their Regional Organised Crime Unit) to understand the local threat picture in relation to the County Lines Programme, develop best practice and adopt a collaborative and multi-agency approach to tackling county lines including supporting victims of county lines exploitation.

The wider CJS also has a vital role in ensuring that offenders with drug problems are challenged and encouraged to engage in structured treatment programmes – for example, by making effective use of court orders like the Drug Rehabilitation Requirement and improving the continuity of care between prison and community treatment (both key outcomes for the implementation of the Drugs Strategy). PCCs have a key role in

tackling drug misuse through the CJS – for example, improving the co-ordination of the key agencies as chairs of local Criminal Justice Boards.

Project ADDER: a multi-agency response to drugs

Project ADDER (addiction, disruption, diversion, enforcement and recovery) is trailblazing the multi-agency response to drugs in some of the worst-affected neighbourhoods. It demonstrates what can be achieved when law enforcement, treatment services and the CJS work together. PCCs have had a role here in encouraging robust partnerships and sharing good practice to influence the development of innovative local approaches.

Lessons learnt

In Project ADDER, partners designed delivery plans shaped around local needs and circumstances, taking into account the views of those with lived experience at every stage. Both the police and local authority are accountable to the shared ADDER outcomes, which include reducing drug use and drug-related deaths, as well as reducing reoffending by better supporting individuals in leading fulfilling lives. This has motivated each organisation to play their part in order to gain help from others to deliver on their own individual objectives.

The local authority, drug treatment services and police forces are at the heart of each project, and the approach is based on closer working across a broad range of organisations including probation, housing, employment, mental health services and social services. This enables the police to cut off supply whilst working in tandem with drug treatment providers to divert people away from offending and into enhanced treatment and recovery interventions, including housing and employment services, to improve treatment retention and reduce the risk of relapse, drop out and reoffending.

Project ADDER encourages learning and good practice to be shared both across the projects and with the wider sector and devolved administrations. This learning, alongside other initiatives, will be used to build sustainable frameworks and long-term strategy delivery that supports local leaders to work in partnership, and ensure money is spent effectively across local services. This will drive clearer alignment between national outcome expectations and local delivery outcomes.

4.4 Integrated Care Systems

Integrated Care Systems (ICSs) are partnerships of health and care organisations that come together to provide more joined-up care and improve the health of people who live and work in their areas.

NHS England set out that the purpose of ICSs is to bring partner organisations together to:

- ▶ improve outcomes in population health and healthcare;
- ▶ tackle inequalities in outcomes, experience and access;
- ▶ enhance productivity and value for money; and
- ▶ help the NHS support broader social and economic development.

As of 1 July 2022, two statutory bodies have been created within ICSs: Integrated Care Boards and Integrated Care Partnerships. Both put shared leadership and collaboration between the NHS, local government, and other partners at the heart of strategic planning.

The Integrated Care Board (ICB) is the successor body to Clinical Commissioning Groups, and it is responsible for commissioning NHS services. It produces a five-year joint forward plan with its partner Trusts and Foundation Trusts.

The Integrated Care Partnership (ICP) brings together the ICB and its partner local authorities and other partners. Integrated care partnerships promote partnership arrangements to address the health, social care and public health needs of their system. Many PCCs or other police representatives will sit on the ICP.

ICPs are also responsible for producing the Integrated Care Strategy, that sets out how partners will address local health and social care needs. ICBs and local authorities must have regard to that strategy when exercising their functions.

PCCs have a crucial role in bringing down crime and reducing reoffending, and involvement in ICSs can support these goals. PCCs also have a role in helping to raise awareness of mental health and neurodiverse issues as they relate to policing.

NOTABLE PRACTICE Hampshire and Isle of Wight PCC: Frankie Worker Service

The Hampshire and Isle of Wight Office of Police and Crime Commissioner is a member of the ICP, which works alongside the ICB as part of the ICS.

Through this relationship, the OPCC has worked with members of the ICS to develop their strategy and continue to attend partnership board meetings which has provided them with multiple opportunities to influence and collaborate on a number of key issues which concern both health and crime services.

In October 2023, the PCC launched a new combined service for victims of sexual abuse made up of the [Frankie Worker Service](#), which provides one-to-one therapeutic counselling to under-18-year-olds, and the all-age Sexual Crime Therapeutic

Service which provides a helpline and therapeutic support to victims of all ages.

Whilst the Frankie Worker Services were commissioned in 2017, partnership funding from ICBs after they were established in 2022 has allowed the PCC to launch three Frankie Worker Services across Hampshire, Portsmouth and the Isle of Wight. Since 2017 over 4,000 victims have been referred to these services which, as a newly combined provision, will be able to provide consistent, personalised and accessible support for every victim across the two counties.

PCCs should help to form the right partnerships across emergency services, health services and local organisations so that people affected by mental ill-health or those in mental health crisis get the right response by the right agency.

PCCs are responsible for commissioning important victim support services and ICSs are well placed to ensure that specialist domestic abuse and sexual violence counselling services are commissioned locally to address demand and need.

4.5 Tackling serious violence

Serious Violence Duty

The [Serious Violence Duty](#) covers the requirements set out in the [Police, Crime, Sentencing and Courts Act 2022](#). The provisions commenced on 31 January 2023. The Duty requires specified authorities namely police, justice (probation services and youth offending teams), fire and rescue, health and local authorities to work together to prevent and reduce serious violence, including identifying the kinds of serious violence that occur in the area, the causes of that violence (so far as it is possible to do so), and to prepare and implement a strategy for preventing and reducing serious violence in the area. The Duty also requires specified authorities to consult educational, prison and youth custody authorities for the area in the preparation of their strategy.

The Duty does not require the creation of new multi-agency structures. Local senior leaders may use existing local structures where possible to comply with the requirements of the Duty to work together to prevent and reduce serious violence in their local areas and, ultimately, to improve community safety and safeguarding.

PCCs have an important part to play as a lead convenor for local partner agencies in order to support the development and implementation of local serious violence strategies. In line with the current arrangements within CSPs, responsible authorities must co-operate with the local policing body if that local policing body chooses to assist or monitor the specified authority in exercising its functions under the Duty.

NOTABLE PRACTICE West Midlands PCC: Faith Alliance project

In the West Midlands, the PCC has been working to establish their Faith Alliance project, a pioneering network which brings together faith groups, community activists, statutory and charitable organisations with the aim of establishing long-term community-led approaches to reducing and preventing violence.

Through the Faith Alliance, the PCC has launched campaigns, trauma-informed training adapted for faith groups, and in 2022 published an extensive and dynamic [toolkit](#) designed to equip and empower faith communities to better understand and prevent serious violence.

The Faith Alliance remains an active and growing network, increasing from 30 to 400 members between 2020 and 2023 and the positive effects of this PCC-led collaboration are already being reflected in greater trust between police and communities, the force being better able to tackle 'taboo' issues and police having a broader picture of community tensions.

More information about how the PCC established this alliance and how other PCCs work in partnership with organisations to tackle serious violence can be found within the APCC [In Focus: Innovative & Effective Approaches to Tackling Serious Violence](#) report.

The Prevention and Reduction of Serious Violence (Strategies etc) Regulations 2022 confer functions for PCCs to provide funding to specified authorities and to convene and chair meetings to assist those authorities with the exercise of their functions under the Serious Violence Duty. Grant funding for specified authorities is administered, on behalf of the Home Office, by PCCs.

The PCSC Act also creates a power in Section 17 for PCCs to request any specified authority and any educational, prison or youth custody authority within its police force area to supply it with such information as it may specify. The purpose of this power is to enable or assist local policing bodies to take a convening role supporting the development, implementation and monitoring of the local strategy and its effectiveness. Where such a request is made under [Section 17](#), the person or body to whom it relates must comply and supply the requested information subject to certain limitations set out in the legislation. There must also be sufficient safeguards in place to ensure that information is disclosed in line with relevant data protection legislation.

Violence Reduction Units (VRUs)

Violence Reduction Units (VRUs) bring together key organisations across local and regional communities to provide a coordinated response to tackle serious violence issues and to identify and address the root causes.

The Home Office VRU programme was launched in 2019. This is currently providing funding to 20 areas of England and Wales worst affected by serious violence to support the establishment and operation of VRUs. The role of the VRU is to deliver a 'public health' (also referred to as a 'whole system') approach to tackling violence, operating on a multi-agency basis to lead and coordinate an evidence-based, local response to serious violence. Funding is used by the VRU to provide additional analytical and organisational capacity allowing it to deliver this function effectively, as well as to support delivery of additional interventions addressing the identified local need.

Although grant funding is provided to PCCs and PCCs are responsible for achieving the objectives of the Grant, in line with the principles of the public health approach which requires agencies to operate across boundaries, grant funding requires that the money is used to establish a genuinely multi-agency based VRU that leads and coordinates the local response to serious violence.

Accordingly, grant funding mandates the involvement of a defined set of 'core members' and it is these parties which collectively have ultimate responsibility for decisions relating to the VRU.

The following (or, where appropriate, their senior representatives) must, as a minimum, form part of the VRU's Core Membership:

- ▶ the PCC;
- ▶ the relevant Chief Constable;
- ▶ the local authority/ies with responsibility for the geographical areas principally targeted by the activities of the VRU. Directors of Children's Services and the Director of Public Health may be suitable representatives;
- ▶ the local relevant ICB;
- ▶ the Regional Office for Health Improvement and Disparities representative (formally Public Health England);
- ▶ the YOT;
- ▶ a representative(s) of local educational institutions;
- ▶ a representative(s) of communities and young people served by the VRU, and;
- ▶ a representative of the voluntary sector

VRUs have discretion to appoint other core members in line with local need; which typically might include representatives from prison and probation, fire and rescue, employment and housing services and the local business community.

VRU funding supports these parties to work in partnership to use an evidence-based approach to understand the local drivers of serious violence and address them effectively through a multi-agency response. VRUs look at serious violence not as isolated

incidents or solely as a law enforcement problem but instead as a consequence of a range of factors such as adverse early life experiences or harmful social or community experiences and influences.

The [VRU Application Guidance](#) outlines further information in relation to VRUs including the principles for how they should deliver a public health approach to serious violence reduction.

Whole system serious violence reduction principles

- ▶ Focused on a defined population.
- ▶ With and for communities.
- ▶ Not constrained by organisational or professional boundaries.
- ▶ Focused on generating long-term as well as short-term solutions.
- ▶ Based on data and intelligence to identify the burden on the population including any inequalities.
- ▶ Rooted in evidence of effectiveness to tackle the problem.

PCCs have an important role in convening VRUs and ensuring that the VRU is operating on a genuinely multi-agency basis to tackle serious violence effectively in the area; as well as in relation to the Serious Violence Duty. Evaluation of VRUs was built into the funded programme with latest reports available [here](#). These evaluation reports contain important points of learning and good practice from the programme so far.

4.6 Voluntary, Community and Social Enterprise sector (VCSE)

The VCSE is independent of the Government and its main aim is to deliver social impact. The sector includes charities, community benefit societies and co-operatives, not-for-profit community businesses and social enterprises, as well as informal community groups.

Due to its connections to communities, the VCSE is well placed to develop and deliver approaches to meeting local needs and to encourage local people to tackle crime. Local organisations, charities and community groups all have a key role to play in encouraging prompt reporting of crimes, suspicious acts and serious concerns involving vulnerable people – particularly those people who do not want to engage with the police and other authorities. They bring together neighbours to create friendly and active communities where crime and anti-social behaviour are less likely to happen.

The VCSE provides a range of different services to meet specific needs including support for victims, rehabilitation of offenders, early intervention for young people at risk of offending, and giving

local communities the power to tackle crime. As representatives of VCSE organisations are often members of the communities they serve, they can offer excellent insight. They are in an ideal position to provide the voice of experience and help set local community safety priorities. They also have links to, and therefore are able to provide expertise from, those with lived experience of crime, violence and exploitation. Best practice is for PCCs to involve people and communities in policies that affect them and the VCSE plays an important role in respect of advocacy and representation. This may manifest itself in the form of panels, user forums or advisory groups.

Some VCSE organisations are already involved in local CSP arrangements. They mainly support a specific aim or, through a local VCSE umbrella organisation (whose role it is to support, represent and promote the interests of local VCSE organisations), co-ordinate the views of the whole sector in the area.

PCCs should work to support VCSE organisations in the work they do as they are often key in helping PCCs implement their police and crime plans. PCCs are responsible for commissioning the majority of victims' services locally so many VCSE organisations need to bid for funding from them. Many of these community grant funds are delivered directly by PCCs, whilst others have worked in partnership with their local Charitable Foundations.

NOTABLE PRACTICE Cheshire PCC: Savera UK

The Cheshire PCC secured 'By and For' Services funding to tackle Violence Against Women and Girls (VAWG) in partnership with the charity organisation [Savera UK](#).

The funding secured by the Cheshire PCC went towards campaigning for and supporting victims of 'honour' based abuse and harmful practices, such as forced marriage, across Cheshire.

The funding supported expansion of victim support services provided in partnership with Savera UK, increasing the volume of reports made to front-line professionals and enhancing the ability of professionals to identify and provide support to victims.

This partnership working saw reduction in the scale of offending behaviour through educational and community awareness activity.

Further information related to the work the Cheshire PCC is doing with Savera UK can be found [here](#).

Voluntary organisations also deliver other services important to PCCs, such as mental health support, crime prevention, reducing reoffending or providing infrastructure support for VCSE alliances and coalitions or interventions to help prevent young people from

becoming criminally exploited. Therefore, it is important that VCSEs and PCCs work together to deliver social impact.

Volunteering can help achieve social outcomes more effectively, improving public services by extending their reach, making them more responsive, innovative, and accessible and bringing in additional resources. Also, on an individual level, there is strong evidence of the link between volunteering and improved mental health and wellbeing. Volunteering can also help people feel more socially connected and learn new skills.

Voluntary activity of volunteers supporting the police

- ▶ Volunteers trained, managed and mentored within police forces: Special Constables, Police Support Volunteers and Volunteer Cadets.
- ▶ Groups working in partnership with the police, including Neighbourhood Watch and Crimestoppers.
- ▶ Volunteers who hold the police to account: Independent Advisory Groups and Independent Custody Visitors

Many PCCs are active in encouraging volunteering. In addition to volunteering directly with the police, volunteers also make a significant contribution and extend the reach of many VCSE organisations working in the crime reduction and criminal justice arena. They support victims and offenders and provide support to communities to respond to crime.

Civil Society Organisations (CSOs) from within the VCSE sector are key partners in delivering PCCs aims – ensuring that their work is reaching the people that they intend to support and having the impact to embed change and progress. They are key to maintaining transparency and for providing challenge in respect of social justice issues including privacy, inclusivity and overall benefits to people and communities.

PCCs should consider opportunities to support this within their local force area, including by facilitating CSOs to make connections with people and communities and in the development and delivery of their police and crime plans.

Volunteer Scrutiny Panels

Many independent scrutiny panels are administered by the OPCC to enable PCCs to hold the police and partners to account. The panels have an independent Chair and are often made up of volunteers who are members of the public together with representatives from the force and the OPCC. Some examples include: out of court scrutiny panels; custody detention scrutiny panels; use of police powers panels; VAWG panels; and hate crime panels.

NOTABLE PRACTICE Dyfed-Powys PCC: Quality Assurance Panel

Volunteers who scrutinise the police in collaboration with the Dyfed-Powys PCC and Dyfed-Powys Police sit on the [Quality Assurance Panel](#), which is established to scrutinise the quality of police contact with the public.

It has been specifically designed through a transparent and independent forum, for volunteers to scrutinise Dyfed-Powys Police on behalf of communities in the region.

The voluntary panel scrutinises all areas of police contact with the public, including:

- ▶ complaints against Dyfed-Powys Police;
- ▶ Stop and Search;
- ▶ use of force; and
- ▶ police handling of calls into the forces communication centre, i.e. 101 and 999 calls.

5 PCC MODEL: ACCOUNTABILITY AND SCRUTINY

5.1 PCC elections

PCCs are directly elected by the communities they serve, and it is the public that will hold them to account for their decisions and actions at the ballot box.

As a result of the COVID-19 pandemic, the 2020 election was delayed until 2021, meaning the PCCs elected in 2021 were elected for a three-year term, with the next election in May 2024 and every four years thereafter.

The PCC elections held on 2 May 2024 and thereafter will use the First Past the Post (FPTP) system due to changes made in the [Elections Act 2022](#).

More information on PCC elections is available on the [Electoral Commission's website](#).

Disqualification from standing as a PCC

There is no limit on the number of times that a PCC can stand for election. However, a person can be disqualified for standing as a PCC if they meet any of the criteria set out in [Sections 64-68 of the PRSR Act 2011](#). The disqualification criteria include (but is not limited to) those who are:

- ▶ under the age of 18 when they are nominated as a PCC candidate;
- ▶ a PCC for any other police area;
- ▶ a person who has been nominated as a candidate for election as PCC for any other police area for which an election is held on the same day;
- ▶ a person who has been nominated as a candidate for election as Mayor for the area of a combined authority at an election to be held on the same day; and the Mayor would exercise functions of a police and crime commissioner in relation to the area;
- ▶ a member of the police; or
- ▶ a member of the House of Commons, the Scottish Parliament, the National Assembly for Wales, the Northern Ireland Assembly or the European Parliament.

The rules governing who can stand for election as PCC or hold the office of PCC are the strictest of all elected roles in England and Wales. This is necessary to ensure the highest levels of integrity by the person holding that office and were set with cross-party agreement and the support of senior police officers.

5.2 Publishing information

PCCs are required to publish a range of information, to enable the public to hold them to account.

[Section 12 of the Police Reform and Social Responsibility Act 2011](#) requires PCCs to produce an annual report detailing the progress which has been made in the given financial year against the objectives set out in their police and crime plan.

[The Elected Local Policing Bodies \(Specified Information\) Order 2011](#) requires PCCs to publish additional information to ensure transparency with the public. The Order requires information to be published about the PCC's salary, allowances and register of interests, procedures for the handling of complaints and conduct matters, further details on the size and composition of the OPCC, and information relating to income, expenditure, property rights and allowances. It is up to the PCC to decide how this information is published, but the Order includes information on the timeframes within which the above needs to be published.

Amendments to the Specified Information Order came into force on 31 May 2021 requiring PCCs to publish further information relating to the force's performance against the Government's national priorities for policing, His Majesty's Inspectorate of Constabulary and Fire & Rescue Services' (HMICFRS) summary infographic of PEEL (police effectiveness, efficiency and legitimacy) performance and its latest PEEL report for the force, and complaint handling. Guidance was published alongside these new requirements, which details what information PCCs are required to publish.

The amendment also specifies that this information must be published in a prominent place on the PCC's website to make it as easy as possible for the public to access the information. Whilst individual PCCs websites will differ, PCCs should provide all specified information directly on their homepage or clearly signpost this information on the homepage, with links to the relevant location.

5.3 Police and Crime Panels

Police and Crime Panels (PCPs) are a key part of the governance arrangements for policing in England and Wales. They were introduced by the [PRSR Act 2011](#) in every force area to scrutinise the actions and decisions of the relevant PCC, acting as a 'critical friend' by providing both support and challenge. The scrutiny focus of the panel should always be pitched at a strategic level, to support the PCC in holding the Chief Constable to account. PCPs do not have a role in scrutinising the police force or scrutinising details that are specific to operational delivery.

In England, it is the responsibility of constituent local authorities to form and maintain the PCP for their force area. However, in Wales, as local government is devolved, local authorities propose member nominations to the host authority for the panel, who in turn submits nominees to the Home Secretary for consideration and agreement.

The role, functions and powers of a PCP are the same in England and Wales, as set out in [Sections 28 to 30](#), and [Sections 32 to 33](#) of PRSR Act 2011, and in [Schedules 1, 3, 5, 7 and 8](#).

In 2022, the Home Office published [Guidance for Police \(Fire\) and Crime Panels](#), to sharpen PCPs' understanding of their statutory roles and responsibilities, and deliver foundational learning on scrutiny best practice. The Home Office has also published additional [Guidance on Independent Panel Member Recruitment](#).

A key role of PCPs is to provide transparency, enabling the public to effectively hold PCCs to account. PCPs must make information available to the public, by publishing all reports and recommendations made to the relevant PCC. In most cases, PCPs are required to conduct their meetings where members of the public can attend or watch via webcast. There are particular times when a panel meeting may need to be conducted in private, for example when dealing with certain complaints or when scrutinising any call made by a PCC for a Chief Constable to resign or retire under [Section 38](#) of the PRSR Act 2011.

PCPs should be recognised as having significant influence through their role in challenging and supporting the PCC, with a wide remit to scrutinise any decisions made, or other action taken, by the PCC in connection with the discharge of their functions. The PCC should help to develop the right environment for the panel to do this and invest time in establishing a rapport, to ensure both parties enjoy a collaborative relationship. PCPs should also contribute to the work of the PCC, offering a balance of support and constructive challenge using appropriate data, evidence, and resources.

Panel administration and membership

On average, PCPs meet between four and six times per year, with a statutory obligation to hold four public meetings annually. A panel may require the PCC and their staff to attend panel meetings at reasonable notice to answer questions, although there is a limit to what PCC staff can be expected to disclose at a given PCP meeting (for example, they are not required to disclose advice given to the PCC). Furthermore, a panel can ask the Chief Constable to join these meetings if appropriate.

PCPs are hosted by a lead local authority within their force area and made up of a minimum of ten local authority members and two independent members. With the Secretary of State's consent, PCPs can co-opt further members, both elected and independent, up to a maximum panel size of 20.

When appointing panel members, local authorities must consider, as far as reasonably practicable, that the members of a panel reflect the political make-up of the local authorities covered by the police force area, represent all parts of the relevant police force area, and possess the skills, knowledge and experience necessary for the panel to discharge its functions effectively.

Scrutiny

PCPs focus on scrutinising the PCC's strategic actions and decisions. [Section 5](#) of the PRSR 2011 requires the PCC to consult the panel on their draft police and crime plan. The panel will then produce a report on the draft plan, seeking external views where appropriate and producing a series of constructive recommendations which the PCC must have regard to. In order for the panel to effectively carry out its responsibilities, it can request the PCC's attendance at a public meeting to provide information and answer questions relating to the plan.

Additionally, the PCP plays a role in scrutinising a PCC's annual report. Each year a PCC must produce an annual report, setting out progress on meeting the priorities of the police and crime plan during the relevant financial year. The PCC must send the report to the panel for review. The panel must then ask the PCC to attend a public meeting in order to scrutinise the annual report and consider how it could be developed or improved. In undertaking its scrutiny function, the panel must publish all reports and recommendations that it makes, and the PCC must also publish any responses.

Appointments and confirmations

When making key appointments, such as Chief Constable, Deputy PCC, Chief Executive, (and Chief Finance Officer, where appropriate) the PCC is required to seek the views of the PCP, who review the proposed appointment and hold a confirmation hearing (a meeting held in public, where the proposed appointee is requested to attend for the purpose of answering questions relating to the appointment). The panel must then make a report to the PCC, which should include a recommendation on whether or not the panel supports the proposed appointment, and the PCC may either accept or reject this before notifying the panel of the decision.

In reviewing the proposed appointment of a Chief Constable, the panel has a power of veto with a two-thirds majority (the full membership of the panel rather than those present). Where a panel does not veto the proposed appointment, the PCC may accept or reject the panel's recommendation as to whether the individual should be appointed. In either case the PCC must notify the panel of their decision. By contrast, if a panel has vetoed the proposed appointment, the PCC must not appoint the individual as Chief Constable. The PCC must then propose another candidate for appointment as Chief Constable and the panel must follow the same scrutiny process for the subsequent candidate but will not have the power to veto the second appointee.

The Home Office has separately published associated guidance: [Police and Crime Panel Regulations on the scrutiny of Chief Constable appointments](#).

In the unforeseen circumstance where there is not an elected PCC in office, due to incapacity, suspension, or resignation, it would fall on the panel to appoint an acting PCC. Details on the process to be followed in this scenario are contained within [Section 62 of the PRSR Act 2011](#)).

Precept

PCPs have a role in scrutinising the PCC's proposed level of the precept (council tax charge for the police service) and can choose to veto the proposed level if they have a two-thirds majority (although it should be noted that, in Wales, Welsh Ministers cap the level of the precept). Each year, DLUHC set referendum principles for PCCs in England which set out the level of increase above which a local referendum must be held, these referendum principles do not apply to PCCs in Wales.

The PCP must review the PCC's proposed precept and make a report to the PCC by 8 February each year. Where the panel does not veto the precept, the PCC must respond to the panel's report and issue a response, before issuing the proposed precept. If the precept proposal is vetoed, the PCC must have regard to the panel's report, and the PCC must return with a revised precept to the panel. The panel then consider the revised proposal and must make a second report to the PCC, which may indicate whether the panel accepts or rejects the revised precept (although rejection does not prevent the PCC from issuing the revised precept). The scrutiny process concludes when the PCC gives the panel their response to the second report. The PCC may then issue the revised precept.

Where the panel's report indicates that the precept was vetoed because it was too high, the revised precept must be lower than the previous proposal. Similarly, if it was vetoed because it was too low, the revised precept must be higher than the previous proposal.

The Home Office has separately published associated PCP guidance: [Regulations on scrutinising a PCC's proposed precept](#).

Complaint handling

PCPs have a number of functions in relation to complaints made about a PCC and a Deputy PCC, which are set out in the guidance on the [Police and Crime Panel Regulations on non-criminal PCC complaints and misconduct matters](#)

PCPs are responsible for the initial recording of all complaints and conduct matters about a PCC and Deputy PCC, and must ensure that appropriate steps are taken to obtain and preserve evidence relating to the conduct in question. Where a complaint is about conduct that appears to involve or constitute a criminal offence by a PCC or Deputy PCC, the P(F)CP is required by law to refer it to the IOPC.

By contrast, it is up to the P(F)CP to make arrangements for informally resolving non-criminal complaints made about the

conduct of a PCC or Deputy PCC. PCPs can choose to delegate all, some or none of its complaint functions in this regard, or delegate them only in particular circumstances. These delegation arrangements can include the appointment of a sub-committee of the panel, a single member of the panel, or (subject to certain restrictions) a person who is not a member of the panel.

Alternatively, PCPs can delegate the initial handling of complaints to the PCC's Chief Executive (details are in [Regulation 7 of The Elected Local Policing Bodies \(\(Complaints and Misconduct\) Regulations 2012\)](#) as they may be best placed to determine how the complaint should be dealt with. However, the PCC's Chief Executive can only be responsible for initial handling of complaints and is not responsible for their resolution.

In mayoral authorities where the Mayor carries out PCC functions (Greater Manchester and West Yorkshire), the PCP may refer non-criminal complaints against the Mayor and the Deputy Mayor to the authority's monitoring officer, in accordance with the complaints procedures for the authority. In London where the Mayor of London is the equivalent of a PCC for London the complaint must be passed by the London Assembly PCP to the Greater London Authority monitoring officer.

Ultimate responsibility for handling complaints remains with the PCP, and they retain the ability to take back the informal resolution of a non-criminal complaint if they consider it necessary. The Regulations provide that any procedure devised by the panel for the informal resolution of complaints must not include investigation. The panel's use of its powers to require the PCC to provide information and attend the panel to answer questions does not amount to investigation for these purposes.

Whatever arrangements are put in place by a PCP to fulfil their complaints functions, the procedures should be clear, proportionate, and impartial to ensure fairness to both the complainant and the PCC involved.

5.4 PCC and the police complaints system

Handling complaints and conduct matters

Police integrity lies at the heart of public confidence in the police and underpins the model of policing by consent. The police complaints and discipline systems help ensure police accountability and legitimacy.

In England and Wales, a police complaint is defined as 'any expression of dissatisfaction with a police force which is expressed by or on behalf of a member of the public'. Complaints are handled under a comprehensive legislative framework which sets out the roles and functions of police forces (with complaints usually handled by a force's Professional Standards Department' PCCs and the IOPC).

Most complaints are handled by the police themselves as the 'appropriate authority'. However, by law, the police must refer

more serious complaints and certain other matters to the IOPC – for example where there has been a death or serious injury following contact with the police and there is an indication the contact may have caused or contributed to the death or serious injury.

The appropriate authority is under a general duty to handle complaints in a reasonable and proportionate manner. Depending on the seriousness of the matters raised, this may involve a formal investigation or for less serious matters the complaint may be handled in a variety of other ways including, when appropriate, taking no further action.

Further guidance on the [police complaints system](#) can be found on the IOPC website.

The role of the PCC in the police complaints and discipline system

- ▶ The PCC has a duty to hold the Chief Constable to account for delivery of complaints processes locally by the force. The PCC may do this in a number of ways including dip sampling complaints to check that they are being handled properly and reviewing force performance against measures set out in the IOPC's complaints performance framework.
- ▶ The PCCs is the 'appropriate authority' for complaints, conduct matters and DSI matters concerning the Chief Constable personally, and for handling such complaints or matters including, when required by the legislation, referring the case to the IOPC and bringing any disciplinary proceedings against the Chief Constable.
- ▶ The PCC is a 'relevant review body' for certain complaints (those which involve less serious allegations) when a complainant is unhappy with how the police have handled their case and seeks a review. The PCC will determine whether the outcome of the complaint is reasonable and proportionate.

PCCs can also exercise certain additional complaint functions including a responsibility for the initial stages of complaint handling. This includes recording complaints, contacting the complainant to seek their views on how their complaint should be handled and resolving some complaints (such as customer service type complaints). It also includes acting as the single point of contact for complainants, as far as possible, throughout the handling of the complaint.

In addition, PCCs are responsible for appointing, and maintaining a list of, independent panel members. PCCs are also responsible for appointing them, where necessary, to individual misconduct hearing panels, Police Appeals Tribunal panels or, in the case of a Chief Constable, accelerated misconduct hearing panels. This

responsibility extends to the fees and expenses of independent panel members.

PCCs are also responsible for appointing, and maintaining a list of, legally qualified chairs and, where necessary, appointing them to individual misconduct hearings. This responsibility extends to the fees and expenses of legally qualified chairs.

Following the police dismissals review, the Government announced significant changes to the composition of police misconduct panels. Under forthcoming legislation, this will see responsibility for chairing misconduct hearings sit with Chief Constables (or delegated to other senior officers or police staff equivalents). The misconduct panel will also consist of two independent panel members, with the misconduct panel supported by a legally qualified advisor. Responsibility for the appointment, fees and expenses of independent panel members and legally qualified advisors will remain with PCCs.

A police officer may appeal against the finding or outcome of a misconduct hearing, accelerated misconduct hearing, stage 3 performance meeting or, in the case of a senior officer only, a misconduct meeting. In such cases, PCCs are responsible for appointing a Police Appeals Tribunal (PAT) Chair, from the list of Chairs held and maintained by the Home Office. This responsibility extends to the fees and expenses of the PAT Chair.

NOTABLE PRACTICE Hertfordshire OPCC: Complaints Model 2

All PCCs have certain duties in relation to the handling of complaints – referred to as Model 1. They can choose to take on responsibility for certain additional functions by adopting Models 2 or 3. Under Models 2 and 3 PCCs have responsibility for the initial handling of complaints, such as contacting complainants, informally handling complaints, and recording complaints. Model 3 PCCs also keep complainants informed of the progress and outcome of their complaints.

To date, Hertfordshire and Wiltshire PCCs and Northamptonshire PFCC have adopted Model 2. Cleveland PCC and North Yorkshire PFCC have adopted Model 3.

Hertfordshire OPCC has a comprehensive Complaint Resolution Team (CRT) to manage complaints. In 2022/23, the CRT received 1,256 complaints. Of these, 65% were managed by the CRT via service recovery which resulted in complaints being resolved more quickly. The CRT also assisted the PCC in holding the Chief Constable to account by highlighting complaint trends and areas of organisational learning. Changes implemented as a result of analysis of complaints handling included improved investigation standards and partnership working with victim teams to provide a better service.

Before exercising any of the additional complaint functions, the PCC must take a number of steps, as set out in [the Police \(Complaints and Misconduct\) Regulations 2020](#) and the [Police Reform and Social Responsibility Act 2011](#) including giving notice to the Chief Constable.

A PCC can delegate their complaints responsibilities to another person, for example a person in their office, or an independent external individual, with certain exceptions - for example they cannot delegate to a serving police officer or any person if to do so could reasonably give rise to a concern as to whether the person could act impartially.

Following changes implemented in 2021, PCCs have a duty to publish certain specified police complaints data, together with an annual report setting out details of how they have fulfilled their complaints functions (see section [5.2 Publishing information](#)).

Complaints against PCCs and their deputies

Complaints about a PCC, or about a Deputy PCC if one is appointed, will be handled under procedures set out in the [Elected Local Policing Bodies \(Complaints and Misconduct\) Regulations 2012](#). These regulations set out the roles of the PCPs and the IOPC in handling complaints against PCCs and deputies.

The Regulations divide matters into **complaints** (about conduct); **serious complaints** (allegations of criminal offence); and **conduct matters** (indication that the PCC or Deputy PCC has committed a criminal offence, which has come to light other than through a complaint).

When a conduct matter or complaint is referred to the IOPC, the IOPC considers the referral and may seek further information from the PCP. The IOPC must decide whether it is necessary for the referral to be investigated based on its view of whether there are reasonable grounds to suspect a criminal offence has been committed.

Having considered the referral, the IOPC will be able to either conduct an independent investigation using its own investigators; manage an investigation conducted by a police force selected by the IOPC (not necessarily the force overseen by the PCC); or refer the matter back to the PCP (if it determines that it is not necessary for the complaint or conduct matter to be investigated).

At the end of an investigation, the IOPC, or a police force managed by the IOPC, will produce a report. The IOPC will determine whether the report indicates that a criminal offence may have been committed by a PCC or Deputy PCC. If there is such an indication and the IOPC considers that it is appropriate to do so, it will refer the report to the Director of Public Prosecutions, who will then decide what action to take.

OPCC complaints

Complaints related to the work, services or staff of an OPCC, as opposed to the PCC themselves, are dealt with by the OPCC according to their locally determined complaints procedures. Information about how to complain is usually published on the relevant OPCCs website.

6 POLICE (FIRE) AND CRIME COMMISSIONERS (PFCCS)

6.1 Taking on fire functions

The Policing and Crime Act 2017 introduced a number of enabling measures to allow greater collaboration between emergency services.

These measures included:

- ▶ Enabling PCCs to be represented on their local FRA with full voting rights, where the FRA agrees (the 'representation model'); and
- ▶ Enabling PCCs to take on the governance of fire and rescue services in their area, where a local case is made under the 'PFCC model'.
- ▶ Enabling PCCs who have taken on the governance of the fire and rescue service in their area to combine the management of the police force and fire and rescue service under a single operational lead (the single employer model).

Where fire governance is transferred to a PCC (or Mayor), they become known as a Police, Fire and Crime Commissioner (PFCC). These transfers are only available in England.

Under the revised devolution framework (published Autumn 2023) a mayoral combined authority or mayoral combined county authority are encouraged to take on FRA functions, provided they are exercised by the Mayor.

As of February 2024, there are five PCCs, who have taken on responsibility for fire governance in their area: Cumbria, Essex, Staffordshire, North Yorkshire and Northamptonshire. The Mayor of Greater Manchester in addition to exercising PCC functions also exercises FRA functions. In May 2024, the functions of the North Yorkshire PFCC will be transferred to the Mayor of York and North Yorkshire who will exercise the functions of the North Yorkshire PCC and FRA from that point onwards.

Benefits of the PFCC model

- ▶ Enhanced collaboration, joint working and align public service delivery strategies to boost local outcomes.
- ▶ One directly elected individual exercising a range of functions improves democratic clarity and local accountability. Reducing potential for competing mandates and confusion on roles and responsibilities.
- ▶ PFCCs bring the same level of accountability and transparency to fire as exists in policing.

A PFCC occupies two separate corporation roles. They retain their existing functions and duties as a PCC (see section [2 PCC MODEL: KEY ROLES AND RESPONSIBILITIES](#)) but additionally become the FRA for the area – referred to as a PFCC FRA.

Under a PFCC model, the PFCC will appoint a Chief Executive to oversee both the policing and fire and rescue functions.

Additional responsibilities of a PFCC

- ▶ Putting in place arrangements for an efficient and effective fire and rescue service;
- ▶ Setting the fire and rescue objectives for their area through a Fire and Rescue Plan;
- ▶ Appointing the Chief Fire Officer, holding them to account for delivery of objectives and, if necessary, dismissing them (as long as the relevant legal requirements are met); and
- ▶ Setting the service budget for fire and determining the precept (council tax charge).

The role of the PCP is also extended to scrutinise the PFCC's fire functions. It becomes known as the Police, Fire and Crime Panel (PFCP).

Transfer of functions

The approach to becoming a PFCC is set out below. For a transfer to occur the boundaries of the PCC's police force area and the boundaries of the FRA or FRAs that the PCC proposes to take responsibility for must be coterminous. Should any boundary changes be proposed, they need to be consulted on – and ideally agreed – locally.

Process to transfer fire functions to a PCC

- ▶ Section 4A of the Fire and Rescue Services Act 2004 allows a PCC to submit a proposal to take on fire governance in their area, in doing so replacing and becoming the FRA(s). This proposal needs to set out the benefits of transferring FRA functions to the PCC, and will be assessed against statutory tests of efficiency, effectiveness and economy, and to ensure no element of the proposal presents any risk to public safety.
- ▶ To become an FRA, the whole of an area of an FRA created by an order under this Section must be within England, co-terminus with the police area of the PCC in question, and outside the metropolitan police district and the City of London police area. A PCC can take on two FRAs as long as they are both wholly within the police area of the PCC.
- ▶ Under Schedule A1 of the Fire and Rescue Services Act 2004 in the event of any objection to the PCC's proposal to the Home Secretary from a relevant local authority, the Home Secretary is required to commission an independent assessment of the proposal, which they must consider in making their decision.

- ▶ The Home Secretary may then make an order transferring fire governance if it appears to them that the proposal is in the interests of economy, efficiency and effectiveness, and that there is no detrimental impact on public safety.

6.2 PFCC model

When a PCC becomes a PFCC, under this model the existing FRA is abolished and its functions are transferred to the PCC, along with fire and rescue personnel, property, rights, assets, and liabilities. The PFCC becomes the employer of all fire and rescue staff, but in practice is expected to put in place a Chief Fire Officer (or equivalent) with operational responsibility for the fire and rescue service. The Chief Constable of the police force for the area continues to employ all police staff. The distinction between operational policing and firefighting is maintained with the law preventing a fulltime police officer from being a firefighter continuing.

The PFCC is required to prepare a police and crime plan in respect of their policing functions and, under the [Fire and Rescue National Framework for England](#), required to prepare a strategic Fire and Rescue Plan in respect of their fire and rescue functions. The PFCC must have regard to both plans when discharging their functions and may decide locally to combine these plans. If the PFCC prepares a joint Police, Crime, Fire and Rescue Plan, the plan must also set out the FRA's priorities and objectives, for the period of the plan, in connection with the discharge of the authority's functions. The PFCC is required to prepare an operational integrated risk management plan (IRMP), but the expectation is that this is delegated to their Chief Fire Officer (or equivalent).

6.3 Single employer option

When a PCC becomes a PFCC, they have the option to appoint a Chief Constable (who may be operationally known as the 'chief officer') as the head of both the police and the fire and rescue service. In turn, they employ both police and fire personnel. In practice, the chief officer may appoint a senior fire officer to lead fire operations and a Deputy Chief Constable to lead police operations, under their command. The chief officer is accountable to the PFCC for both fire and policing. Alternatively, they can retain two distinct operational leads – a Chief Constable and a Chief Fire Officer.

To enable both senior police officers and senior fire officers to be eligible to apply for the post of chief officer under the Single Employer Model (SEM), the requirement to have previously held the office of a constable is removed. Successful applicants from either service need to meet standards set by the College of Policing.

A chief officer under the SEM is able to decide locally whether to designate certain police powers to fire and rescue personnel. In doing so, a Chief Constable has to bear in mind that, as with the governance model, the operational distinction between policing and firefighting must be maintained with the law preventing a full-time police officer from being a firefighter remaining in place.

6.4 Representation model

Where a PCC has not taken on responsibility for fire and rescue but wishes to enhance collaboration opportunities, the [Policing and Crime Act 2017](#) enables them to sit on their local FRA (or its committees) with full voting rights, subject to the consent of the FRA. Should a PCC wish to take up this model, they must write to their FRA to request membership.

To date, there are currently four PCCs who have successfully applied to sit on their local FRAs (Humberside, Merseyside, Norfolk and South Yorkshire). However, there are many more FRAs where the PCC sits as an observer.

6.5 Setting the fire and rescue budget

PFCCs are required to establish and hold a fire fund, mirroring the existing arrangements for the police budget (see section [2.4 Police funding](#)). Fire and rescue authorities receive their funding from several sources, including grants from central government, a share of business rates from relevant billing authorities in their area, a precept on council tax, and locally generated income (e.g. fees from certain activities, such as training). Government grants and business rates for fire are distributed via the Local Government Finance Settlement which is administered by the DLUHC.

There will continue to be separate police and fire precepts and two separate central funding streams for policing and fire and rescue. The police and fire precepts and funding streams are paid to the PFCC separately and form two separate budgets in order to provide clarity and transparency in funding. There is no budget flexibility between the police and fire funds. A PFCC may issue a joint Police and Fire and Rescue Plan, not detracting from the requirement to hold separate police and fire funds.

More information on the requirements of a PFCC can be found in the [2018 Financial Management Code of Practice](#).

7 MAYORAL PCC MODEL AND OTHER GOVERNANCE MODELS

7.1 Mayors

Schedule 5C to the [Local Democracy, Economic Development and Construction Act 2009](#) enables the transfer of PCC functions to the Mayor of a combined authority. [Schedule 3 to the Levelling-up and Regeneration Act 2023](#) enables the transfer of PCC functions to the Mayor of a combined county authority (CCA).

A Mayor who exercises PCC functions has the same role and responsibilities as a PCC. These include but are not limited to setting the police and crime plan, appointing the Chief Constable, setting the precept, and maintaining the police fund (see section [2.4 Police funding](#) for more information). They are also supported and scrutinised on the exercise of their PCC functions (and FRA functions, where appropriate) by a PCP, in the same way as a PCC.

Combined authority mayors

A combined authority is a form of local authority that enables a group of two or more councils to collaborate and take collective decisions across council boundaries. The Mayor for Greater Manchester and the Mayor of West Yorkshire are the only combined authority mayors with PCC functions, however the first Mayor of York and North Yorkshire will exercise PFCC functions following the York and North Yorkshire Combined Authorities first mayoral election in May 2024. The Mayor of Greater Manchester additionally exercises FRA functions. As mayors are directly accountable to the electorate in exercising their PCC (and FRA) functions (in the same way PCCs are), combined authorities have no role in exercising or scrutinising these functions, so no additional steps are required in the decision-making process.

Mayors who exercise PCC functions are able to delegate certain PCC-related functions to a Deputy Mayor for policing and crime (except the functions that they cannot delegate as set out in section [7.2 Variations in the mayoral model](#)), but the Mayor remains the elected office-holder and is therefore accountable to the public.

Combined county authority mayors

A combined county authority is a very similar form of local authority to a combined authority, but this model is designed to enable two or more county and/or unitary councils in an area to collaborate and take collective decisions across their economic geography. Whereas MCAs must include district councils as well. This new model was introduced in the Levelling Up White Paper and created through [Schedule 3 to the Levelling-up and Regeneration Act 2023](#). As with combined authorities, CCAs can be mayoral or non-mayoral and a Mayor of a CCA can seek to take on PCC and FRA functions.

The Mayor of London

The Mayor of London is the equivalent of the PCC for London (excluding the City of London) and is also responsible for

overseeing the London Fire Brigade. There is a Deputy Mayor for Policing and Crime to whom the Mayor of London can delegate certain PCC-related functions to (except the functions that they cannot delegate as set out in section [7.2 Variations in the mayoral model](#)).

7.2 Variations in the mayoral model

Property

When a Mayor takes up PCC responsibilities, the property, rights, and liabilities of the PCC transfer to the mayoral combined authority, but only the Mayor exercises control over them. Any receipts arising from such property, rights and liabilities are to be paid into the police fund. This ensures that police funding and assets are protected.

Delegation

Sections 18 and 19 of [PRSR Act 2011](#) enables mayors (of combined authorities and the Mayor of London) to delegate some of the functions of PCC to a Deputy Mayor for policing and crime (DMPC). Delegation of some functions to a Deputy Mayor can provide additional support, capacity, and resilience to the office. It is worth noting that there are a number of functions that cannot be delegated and variation between what can be delegated by the Mayor of London and other mayors who exercise PCC functions.

7.3 Transferring PCC functions to a combined authority Mayor or combined county authority Mayor

Requests to transfer are considered on a case-by-case basis and certain criteria must be met to allow a transfer of PCC functions to a combined authority Mayor or combined county authority Mayor.

Throughout the process, the relevant policy officials in the Home Office and DLUHC will engage closely with the local authority and relevant partners to ensure a smooth transition.

If the transfer of PCC functions is being made as part of a wider devolution deal then the above process may differ.

There is no single timeline for the transfer of PCC functions. Timings will depend on the unique circumstances of each area and an indicative timeline will be agreed with Government ahead of negotiations.

When a transfer has not taken place and a PCC and combined authority Mayor exist in the same area, it is expected that steps are taken to ensure effective collaboration between relevant partners.

Funding of transfers

The transfer of PCC functions is locally determined, and while no funding is made available by central Government the Home

Office will work closely with local areas to facilitate transfers and undertake the relevant legislative and parliamentary stages.

7.4 City of London Police Authority

National legislation has defined a unique status for the City of London Police (CoLP) and for its relationship to the City of London Corporation. The [1839 City of London Policing Act](#) confirmed the CoLP's status as an independent police force and gave the Corporation's Court of Common Council duties and powers for its oversight. The [1996 Police Act](#) subsequently defined the Common Council as the 'police authority' for the City of London Police area.

Apart from the appointment of the CoLP Commissioner (the chief officer), the Court of Common Council delegates all its 'police authority' functions to the Police Authority Board, made up of elected members of the Court of Common Council, ensuring direct accountability to the electorate, and external members appointed through an open recruitment process. The Board elects a Chair and Deputy Chair from among its membership to provide strategic leadership and to oversee Board meetings.

CoLP committed to replicating the principles of the reforms which introduced PCCs elsewhere and abiding by the working principles set out in the [Policing Protocol](#). As such, the Police Authority Board and the Police Authority Team in the City Corporation operate as a *de facto* PCC and OPCC respectively. Members of both participate fully in APCC and the Association of Police and Crime Chief Executives (APACE) activities.

Like a PCC, the Police Authority Board is responsible for holding the CoLP Commissioner to account in running an effective and efficient service, ensuring value for money in the way CoLP is run, and setting policing priorities that take into account the views of the local community and have regard to the Home Secretary's SPR.

The Police Authority Board's governance functions reflect the fact that CoLP is a local service with a national role – it polices a local area with unique characteristics and challenges, and is also the national lead force for tackling fraud. CoLP hosts Action Fraud, the national reporting centre for fraud and cybercrime, and the National Fraud Intelligence Bureau (NFIB), which analyses and disseminates reports to police forces to inform disruption and warning activity. CoLP is also the NPCC lead for economic and cyber-crime and business crime, and the NPCC lead for the counter-terror policing tactic Project Servator.

8 POLICING AND CRIMINAL JUSTICE ORGANISATIONS

8.1 Policing bodies and associations

Association of Police and Crime Commissioners

The Association of Police and Crime Commissioners (APCC) is the membership organisation for PCCs, enabling them to express their collective view on policy issues and engage as a body with national criminal justice agencies and departments. To engage effectively with PCCs and take their collective rather than individual views, national CJS agencies and departments will generally work through the APCC or a delegated subgroup.

In most cases, engagement will be through the APCC's portfolios which focus on specific policy areas. [A list of portfolio leads and deputy leads can be found on the APCC's website.](#)

Where national policymakers need to engage with a broader range of PCCs beyond those participating in the portfolio structure, the APCC should, generally, be consulted on how to take forward this wider engagement.

The APCC has launched a Guidance, Toolkits and Notable Practice webpage to assist and support PCCs, PFCCs, deputy mayors and OPCC staff.

Association of Policing and Crime Chief Executives

The Association of Policing and Crime Chief Executives (APACE) provides Chief Executives with the space and time to engage in national forums, which in turn helps them deliver their statutory functions, and better support their PCCs to succeed in their role and deliver their manifesto priorities. APACE brings together the collective skills, knowledge and experience of Chief Executives from around the country, to develop advice and guidance on a wide range of issues. Through the development of policy networks APACE is able to coordinate OPCC efforts as well as provide development opportunities for OPCC staff, further enhancing the support available to PCCs.

Chief Police Officers' Staff Association

The Chief Police Officers' Staff Association (CPOSA) was established to improve the senior leadership of the police service by the sharing of best practice, advising on legislative and regulatory matters and representing the interests of chief police officers and senior police staff in national matters. The staff association aims to support and offer guidance to its members on matters relating to terms and conditions of service and welfare of chief police officers and senior police staff. CPOSA is independent but works alongside NPCC and the Home Office on various matters. Further information is available via the [CPOSA website](#).

College of Policing

The [College of Policing](#) was established in 2012 as the professional body for everyone working in policing in England and Wales, including PCCs. Its purpose is to provide both officers and

staff with the skills and knowledge necessary to prevent crime, protect the public and secure public trust.

College of Policing functions

- ▶ **Knowledge** Developing the research and infrastructure for growing evidence of 'what works'. Over time, this will ensure policing practice and standards are based on knowledge, not custom and convention.
- ▶ **Standards** Drawing on the best available evidence of 'what works' to set standards in policing for forces and individuals.
- ▶ **Education** Supporting the development of individual members of the profession. It sets educational requirements to assure the public of the quality and consistency of policing skills, and facilitate academic accreditation and recognition of members' expertise.

Independent Office for Police Conduct

The Independent Office for Police Conduct (IOPC) oversees the police complaints system in England and Wales. They investigate the most serious matters, including deaths following police contact, and set the standards by which the police should handle complaints. They are independent and make decisions entirely independently of the police and government.

Further information is available on the [IOPC website](#).

National Police Chiefs' Council

The National Police Chiefs' Council (NPCC) is the national organisation for chief police officers (the rank of assistant Chief Constable or above) and coordinates the operational response to critical national policing issues. It provides a national operational policing input into policy development and policing governance structures, such as the National Policing Board and its sub-boards.

The decision-making forum for the NPCC is the Chief Constables' Council, which meets quarterly, with work on specific areas led by [12 co-ordination committees](#), each led by a chief officer, and with a number of leads based in forces responsible for leading on individual topics and strands within each of the 12 areas.

The NPCC is underpinned by a legal agreement as per the requirements of [Section 22A of the Police Act 1996](#), which is signed by both Chief Constables and PCCs. The NPCC is hosted by the Metropolitan Police Service but is independent of it.

The Police Federation of England and Wales

Police officers are not permitted to join a trade union. Instead, officers up to and including Chief Inspectors in England and Wales are represented by the Police Federation of England and Wales (PFEW), which is a police staff association set up in statute.

PFEW represents police officers' views and holds campaigns to address the concerns of its members. It is involved in many areas relevant to police officers' work including health and safety, pay, pensions and the details of Police Regulations, and has a statutory responsibility to represent its members in all matters affecting their welfare and efficiency. More recently (summer 2022), special constables have been permitted to join the PFEW.

Police staff may join a trade union.

Police Superintendents' Association

The Police Superintendents' Association (PSA) is the staff association that represents superintendents and chief superintendents in the 43 Home Office forces, British Transport Police (BTP), Civil Nuclear Constabulary, Isle of Man Police, Bermuda Police Service, Royal Gibraltar Police and Gibraltar Defence Police.

It supports members on a wide range of issues related to their welfare, efficiency and conduct. This includes support should they be subject to disciplinary proceedings or investigations relating to complaints.

8.2 Non-home office police forces

British Transport Police

The British Transport Police (BTP) polices the railways of England, Wales and Scotland.

It is overseen by the [British Transport Police Authority \(BTPA\)](#), which was formed by the [Railways and Transport Safety Act 2003](#). The BTPA is the independent body responsible for ensuring an efficient and effective police force for rail operators, their staff and passengers. Its duties and functions are similar to those of a PCC. The BTPA is an executive non-departmental public body, sponsored by the Department for Transport.

Civil Nuclear Constabulary

The [Civil Nuclear Constabulary \(CNC\)](#) is the armed police force in charge of protecting civil nuclear sites and nuclear materials in England and Scotland.

It is governed by the [Civil Nuclear Police Authority \(CNPA\)](#), which must ensure that its policing meets the need of the nuclear operating companies. The CNPA is an executive non-departmental public body, sponsored by the Department for Energy Security and Net Zero.

Ministry of Defence Police

The Ministry of Defence Police (MDP) is a statutory force established by the [Ministry of Defence Police Act 1987](#), providing a range of specialist policing capabilities at various sensitive defence sites across the UK. It is separate from the Royal Navy Police, the Royal Military Police (RMP) and the Royal Air Force Police.

The Ministry of Defence (MOD) Police Committee is appointed by the Secretary of State for Defence and provides an independent scrutiny that the MDP is delivering policing services in accordance with the MDP Act. This assurance is provided in an annual report made to the Secretary of State. The Police Committee has an independent Chair and membership comprises police advisers, independent members and senior MOD officials.

Further information is available via the [MDP Governance and Accountability Guidance](#).

8.3 Other law enforcement bodies

National Crime Agency

The National Crime Agency (NCA) is a law enforcement agency which replaced the Serious Organised Crime Agency (SOCA) and integrated other departments, including the National Fraud Authority (NFA). It covers a wide portfolio of law enforcement work, fighting organised crime.

The NCA publishes a detailed assessment of progress in the NCA Annual Report (including an accountability report and financial statements) and National Strategic Assessment (which provides a single authoritative picture of the threat to the UK from Serious and Organised Crime).

Serious Fraud Office

The Serious Fraud Office (SFO) is a specialist prosecuting authority tackling top level serious or complex fraud, bribery and corruption. They are part of the UK CJS covering England, Wales and Northern Ireland, but not Scotland, the Isle of Man or the Channel Islands.

The SFO takes on a small number of large economic crime cases. The Director may investigate any suspected offence which appears to them on reasonable grounds to involve serious or complex fraud, bribery or corruption.

International bodies and international policing

UK territorial policing is supported day-to-day by two law enforcement bodies who have expertise in working with foreign law enforcement on issues arising from cross-border criminality.

The Joint International Crime Centre

Launched in April 2023, the Joint International Crime Centre (JICC) brings together what was the International Crime Coordination Centre (ICCC) and the NCA International team, to create a one stop shop for UK policing and law enforcement in relation to tackling international crime. It houses, amongst other things, the UK's National Extradition Unit, the Europol National Unit (ENU), and functionality on Prüm biometric exchange with EU countries under the UK-EU Trade and

Cooperation Agreement. It is also the home of the UK INTERPOL (international police organisation) National Central Bureau (NCB) which facilitates the exchange of intelligence and operational coordination on a police-to-police basis on behalf of UK law enforcement. Other services provided by the JICC include operational support for example with surveillance requests; judicial co-operation; search and locate (missing) work; Overseas Security and Justice Assistance (OSJA); casework; training; International Liaison Officer (ILO) network support; and work involving the International Law Enforcement Alerts Platform (I-LEAP).

ACRO Criminal Records Office)

ACRO Criminal Records Office (ACRO) is the UK central authority for exchanging criminal records information. ACRO supports UK and international law enforcement by processing criminal records for the purposes of public protection, safeguarding and worldwide community safety. ACRO reports to the Chief Constable for Hampshire and its governance board is led by the Chair of the NPCC. Global leaders in the provision of criminal records and biometric information, ACRO works closely with the NPCC, the NCA, the Home Office and law enforcement agencies across the world to enable offender management and protect the public.

26 policy and authorisation process. The process is managed via the IPAS platform.

For forces other than the Metropolitan Police Service, the Home Office is unable to agree any requests which have not been given approval by the PCC. Deploying personnel are required to provide the full name and contact details of their PCC on the Section 26 application. By doing so, this confirms that the PCC has given the police officer/staff authority to proceed with submitting a Section 26 application to the Home Office.

It is important that the PCC is content with the Section 26 application, in particular:

- ▶ Details of the proposed assistance: police officers and staff need to be clear about the advice or assistance they are providing and set out the background, objectives and expected outcomes of the deployment.
- ▶ The request has agreement from the police chief officer rank/or equivalent civilian grade from the deploying force.
- ▶ Funding and costs of the deployment have been agreed.
- ▶ An OSJA assessment has been considered and consideration of risks have been recorded.

International Police Assistance Service

The International Police Assistance Service (IPAS) is a team formed from the strong foundations created by the Joint International Policing Hub (JIPH) and is part of the Home Office and works with the NPCC.

IPAS is the primary gateway for International Policing Assistance and provides strategic oversight, coordination and alignment of non-operational and non-counter terrorism policing support and assistance. IPAS provides bespoke policing capability/capacity building and training overseas and is designed to work in partnership across UK Policing, HMG and arms lengths bodies to deliver evidence-based support and interventions including training, advice and skills to global partners. IPAS is not directly involved in the investigation or prosecution of any UK crime or of any UK-focused police operation.

Section 26 (Police Act 1996): England and Wales

All serving police officers and staff from England and Wales who are deployed overseas to provide advice or assistance to an international organisation, foreign government or police service require authorisation under [Section 26 of the Police Act 1996](#) from their PCC and the Home Secretary. IPAS holds overall responsibility on behalf of the Home Office for Section

8.4 Inspectorates

His Majesty's Inspectorate of Constabulary and Fire & Rescue Services

[His Majesty's Inspectorate of Constabulary and Fire & Rescue Services \(HMICFRS\)](#) is independent of government and police and fire and rescue services. It has a duty to inspect and report on the effectiveness and efficiency of police forces in England and Wales and on fire and rescue services in England. It does this through its Police Efficiency, Effectiveness and Legitimacy (PEEL) programme, informing both the public and PCCs of the performance of individual forces in a range of core areas. PEEL inspections assess and grade the performance of each force on core operational, organisational and victim-focused services. The reports include the HM Inspector's assessments of how well each force is preventing and reducing crime in its area, the services it provides to victims and an assessment of leadership in the force.

HMICFRS also carries out a number of thematic inspections looking in depth at policing and fire practices or processes, or policing's approach to preventing and tackling offences.

HMICFRS consults on proposals for its programme of police and fire inspections before seeking the Home Secretary's approval to lay its agreed programme in Parliament and publish it. Its [current police inspection programme covers 2022-25](#), and its [current fire and rescue inspection programme covers 2023-24](#). HMICFRS

currently reviews its multi-year inspection programmes yearly to ensure it is up-to-date with emerging priorities, and deliverable within HMICFRS' current funding. All HMICFRS reports are published on the HMICFRS' website, subject to national security considerations.

HMICFRS police inspection responsibilities are set out in the [Police Act 1996](#) as amended by the [PRSR Act 2011](#) and by the [Policing and Crime Act 2017](#), which also covers fire and rescue inspection responsibilities by amending the Fire and Rescue Services Act. [Section 54](#) requires that PCCs and Mayors with PCC functions may at any time ask HMICFRS to carry out an inspection of a particular part of their force or fire and rescue service and/or specific activities, subject to meeting HMICFRS's reasonable costs.

The [Policing and Crime Act 2017](#) introduced a requirement on PCCs to respond publicly within 56 days of the publication of any relevant HMICFRS police inspection report. This is more commonly known as a 'Section 55 response' ('s.55') in line with [Section 55 of the Police Act 1996](#).

Similarly the [Elected Local Policing Bodies \(Specified Information\) \(Amendment\) Order 2021](#) requires that information relating to the force's performance against the Government's national priorities for policing, HMICFRS performance reports on the force, and complaint handling must also be published. The amending Order also specifies that this information must be published in a prominent place on the PCC's website.

In the PCC's response they are required to publish their comments on the report and, if applicable, an explanation of any action they have taken or propose to take in response to any recommendations that HMICFRS has made. If no action is proposed, the PCC should explain why. A copy of these should be sent to both HM Chief Inspector of Constabulary and Fire and Rescue Services (HMICFRS) and to the Home Secretary, and uploaded to HMICFRS' [monitoring portal](#). The PCC may also invite their Chief Constable to comment on the report and, if the Chief Constable chooses to provide comments, to publish and send these to the Home Secretary and HMICFRS along with their comments.

Responding to HMICFRS' recommendations ensures that the public, the Home Secretary and HMICFRS receive a prompt and comprehensive response from PCCs who, as the representative voice of people, are expected to hold their Chief Constable to account for improvement as required and monitor the improvement progress being made by their force.

[More information on how HMICFRS works with PCCs can be found on the HMICFRS website.](#)

NOTABLE PRACTICE Sussex PCC: responses to HMICFRS inspection reports

The Sussex PCC discharges the statutory responsibility – set out under [Section 55 of the Police Act 1996](#) – to prepare and publish comments on all HMICFRS inspection reports.

Each of the inspection reports relating to Sussex Police, alongside all national and thematic inspection reports, are discussed at monthly webcast Performance and Accountability Meetings (PAMs) where the PCC uses the reports to hold the Chief Constable to account for force performance. This includes seeking updates about the action planned and/or progress made by Sussex Police to address the specific recommendations made in the reports and/or challenging any areas where improved performance is required. Following the conclusion of the PAMs, a letter is prepared by the PCC and sent to HMICFRS within 56 days of the date of publication of the inspection report.

The Sussex PCC also makes these responses available on the OPCC website, alongside any comments made by the Chief Constable in respect of the individual reports and the recommendations contained within, in the interests of openness and transparency.

Policing Performance Oversight Group

Where HMICFRS has significant or persistent concerns about a force's performance, they may escalate a force from its routine monitoring processes (known as 'scan') to its enhanced monitoring process, known as 'engage'. The Chief Constables of forces in 'engage' are expected to develop a detailed improvement plan and present it to the HMCI-chaired Policing Performance Oversight Group (PPOG) for scrutiny.

PPOG meets regularly and brings together key players across the policing sector, including the APCC, NPCC, College of Policing and the Home Office, to ensure forces can access the support and constructive challenge they need to improve. PCCs are expected to attend PPOG meetings alongside their Chief Constable.

Forces are only de-escalated back to HMICFRS's routine monitoring processes and released from PPOG oversight when their HMI and PPOG are satisfied that sufficient and sustainable action has been taken to address the causes for concern that have been identified.

HMICFRS may, where necessary, escalate serious concerns about force performance to ministers. The Home Secretary retains backstop powers to direct PCCs and Chief Constables to take action if they are failing to carry out their functions efficiently and effectively, in circumstances where not doing so

would result in either the policing in the force area or national security failing.

Fire Performance Oversight Group

Where HMICFRS has concerns about a fire and rescue service's performance and they consider a service is not succeeding in managing, mitigating, or eradicating a cause of concern at a reasonable rate, then they will be escalated from HMICFRS' routine monitoring process of 'scan' to its enhanced form of monitoring known as 'engage'.

When a service enters this phase, the relevant Chief/Chair is expected to develop a detailed improvement plan and will be invited to attend a meeting of FPOG, where discussion will include signposting available support and remedial action, and will involve HMCI, HMIs and external parties such as the NFCC, LGA as well as the Home Office who may be able to provide support.

Services are only de-escalated back to HMICFRS's routine monitoring processes and released from FPOG oversight when their HMI and FPOG are satisfied that sufficient and sustainable action has been taken to address the causes for concern that had been identified.

CJS Inspectorates

Criminal justice inspectorates are organisations set up to inspect the relevant individual statutory agencies – independently of those agencies and of the Government. These are key inspectorates for PCCs to consider in the delivery of their work.

His Majesty's Crown Prosecution Service Inspectorate (HMCPPI)

HMCPPI is the independent inspectorate for the CPS which is the main prosecution authority for criminal cases in England and Wales, set up under the [Crown Prosecution Service Inspectorate Act 2000](#). Its purpose is to improve the quality of justice by carrying out independent inspections and assessing prosecution services, so they improve their efficiency, effectiveness and fairness. HMCPPI produces reports that help reassure ministers, the Government and the public on the standard of the services delivered.

His Majesty's Inspectorate of Prisons

HMI Prisons is an independent inspectorate that provides scrutiny of the conditions for and treatment of prisoners and other detainees and reports on their findings. They inspect prisons, young offender institutions (YOIs), secure training centres (STCs), immigration removal centres (IRCs), court custody suites, customs custody facilities and military detention.

Prisons are inspected at least once every five years, although most establishments are inspected every two to three years.

Some high-risk establishments may be inspected more frequently, including those holding children and young people.

His Majesty's Inspectorate of Probation

HMI Inspectorate of Probation is an independent inspectorate that reports on the effectiveness of work with adults and children and young people who have offended. As well as inspections of individual/regional services, they publish regular thematic reports on key issues in the CJS, quality assure a sample of Serious Further Offence reviews undertaken by HMPPS and produce annual reports.

8.5 Other

BlueLight Commercial

BlueLight Commercial was established in 2020 by the Home Office, to work in collaboration with blue light organisations, local and national suppliers, to help transform their commercial services. It was set up as a not for profit, private company limited by guarantee, which under procurement regulations is able to act as a contracting authority, creating a single voice to the market with an agile commercial engagement model.

BlueLight Commercial is owned by PCCs and members include policing bodies and other blue light sector organisations such as the College of Policing and NCA. Every PCC in England and Wales is a member of BlueLight Commercial.

Further information is available on the [BlueLight Commercial website](#).

Police Digital Service

The Police Digital Service⁵ (PDS) was set up to help UK police harness and maximise the benefits of digital, data and technology to better protect the communities it serves. PDS is driving the delivery of the National Policing Digital Strategy, operating as a central body, working together with and on behalf of policing, partner organisations and suppliers. PDS also runs the National Management Centre (NMC) a dedicated cyber security services which provides protective monitoring for UK policing systems.

PDS is a membership organisation. Its members consist of all forces in England and Wales, BTP, College of Policing, NCA, MOPAC and PSNI. The PDS board consists of PCCs and representatives from the NPCC, the Home Office, the National Police Technology Council, a representative from the other law enforcement members, and the Chief Executive of APCC as a co-opted member.

The Police Digital Service (PDS) also manages a knowledge hub which is a secure, mobile web-based platform that enables police forces and other public-sector organisations to establish groups

5 Previously known as the Police ICT company.

and networks to share information, discuss ideas and work more collaboratively. You can sign up to the knowledge hub via the [PDS website](#).

National Fire Chiefs Council

The National Fire Chiefs Council (NFCC) is the national organisation for Chief Fire Officers and drives improvement and development throughout UK Fire and Rescue services, by supporting strong leadership for the fire sector.

9 ABBREVIATIONS

| | |
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| ACRO ACRO Criminal Records Office | HMCPSP His Majesty's Crown Prosecution Service Inspectorate |
| APACE Association of Policing and Crime Chief Executives | HMCTS His Majesty's Courts and Tribunal Service |
| APCC Association of Police and Crime Commissioners | HMI Prisons His Majesty's Inspectorate of Prisons |
| ASB Anti-social Behaviour | HMI Probation His Majesty's Inspectorate of Probation |
| BTP British Transport Police | HMPPS His Majesty's Prison and Probation Service |
| BTPA British Transport Police Authority | ICB Integrated Care Board |
| CC Chief Constable | ICCC International Crime Coordination Centre |
| CCA Combined County Authority | ICP Integrated Care Partnership |
| CDP Combating Drug Partnership | ICS Integrated Care System |
| CEB Collaboration Effectiveness Board | I-LEAP International Law Enforcement Alerts Platform |
| CEF Collaboration Effectiveness Framework | ILO International Liaison Officer |
| CFO Chief Financial Officer | IOPC Independent Office for Police Conduct |
| CIPFA Chartered Institute of Public Finance and Accountancy | IPAS International Police Assistance Service |
| CJS Criminal justice system | IRC Immigration Removal Centre |
| CLGDA 2016 Cities and Local Government Devolution Act 2016 | IRMP Integrated Risk Management Plan |
| CNC Civil Nuclear Constabulary | ISVA Independent Sexual Violence Advisors |
| CNPA Civil Nuclear Police Authority | JICC Joint International Crime Centre |
| CoLP City of London Police | LCJB Local Criminal Justice Board |
| CPB Crime and Policing Board | LDEDCA 2009 The Local Democracy, Economic Development and Construction Act 2009 |
| CPOSA Chief Police Officer's Staff Association | LFR Live Facial Recognition |
| CPS Crown Prosecution Service | LGA Local Government Association |
| CRED Commission on Race and Ethnic Disparities | LSIPs Local Scrutiny Involvement Panels |
| CRT Complaint Resolution Team | LURA Levelling Up and Regeneration Act 2023 |
| CSO Civil Society Organisation | MCA Mayoral Combined Authority |
| CSP Community Safety Partnership | MCCA Mayoral Combined County Authority |
| DLUHC Department for Levelling Up Housing and Communities | MDP Ministry of Defence Police |
| DMPC Deputy Mayor for Policing and Crime | MOD Ministry of Defence |
| DSI Death or Serious Injury | MOJ Ministry of Justice |
| DToA Drug Testing on Arrest | MOPAC Mayor's Office for Policing and Crime (this applies to London and the Metropolitan Police only) |
| EIA Equality Impact Assessment | NCA National Crime Agency |
| ENU Europol National Unit | NCB National Central Bureau |
| FPOG Fire Performance Oversight Group | NCJB National Criminal Justice Board |
| FRA Fire and Rescue Authority | NCLCC National County Lines Coordination Centre |
| HMCIC His Majesty's Chief Inspector of Constabulary | NFA National Fraud Authority |
| HMCICFRS His Majesty's Chief Inspector of Constabulary and Fire and Rescue Services | |

NFCC National Fire Chiefs' Council

NFIB National Fraud Intelligence Bureau

NIPB Northern Ireland Policing Board

NMC National Management Centre

NPAS National Police Air Service

NPB National Policing Board

NPCC National Police Chiefs Council

OPCC Office of the Police and Crime Commissioner

OSJA Overseas Security and Justice Assistance

PCC Police and Crime Commissioner (for the purposes of this guidance references to PCCs should also be read as including Police, Fire and Crime Commissioners and mayors who exercise equivalent functions)

PCP Police and Crime Panel (in this guidance this also refers to Police (Fire) and Crime Panels)

PCSC Act Police, Crime Sentencing and Courts Act 2022

PDS Police Digital Service

PEEL Police efficiency, effectiveness and legitimacy

PFCC Police, Fire and Crime Commissioner

PFEW Police Federation of England and Wales

PPOG Police Performance Oversight Group

PRSR Act 2011 Police Reform and Social Responsibility Act 2011

PSA Police Superintendents' Association

PSNI Police Service of Northern Ireland

RCJCF Regional Criminal Justice Collaboration Forum

ROCU Regional Organised Crime Unit

RMP Royal Military Police

RPD Regional Probation Director

SCIB Strategic Change and Investment Board

SEM Single Employer Model

SFO Serious Fraud Office

SOCA Serious Organised Crime Agency

SPA Scottish Police Authority

SPR The Strategic Policing Requirement

SRO Senior Responsible Owner

STC Secure Training Centre

SYP South Yorkshire Police

VAWG Violence Against Women and Girls

VCSE Voluntary, Community and Social Enterprise Sector

VFS Victims Funding Strategy

VRU Violence Reduction Unit

WLGA Welsh Local Government Association

YJB Youth Justice Board

YOI Young Offender Institution

YOT Youth Offending Team (sometimes referred to as a youth justice service)



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