



ANNUAL REPORT 2012/13

Annual report covering the transition period for the national
association for Police Authorities and Police and Crime
Commissioners

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Chairman's Introduction

The Police Reform and Social Responsibility Act made provisions to abolish 41 Police Authorities in England and Wales and replace them with directly elected Police and Crime Commissioners through elections which took place on 15th November 2012.

The Board and Council of the Association of Police Authorities (APA) led by Councillor Mark Burns-Williamson OBE recognised that once elected, Police and Crime Commissioners might also require the support of a national association and therefore embarked on a programme of transition during 2012/13. The three core strands of the Association's work programme during the period are summarised below:

- ▶ Provide ongoing support, advice and representation to police authorities through a wide range of national police reforms
- ▶ Help police authorities and their staff prepare for the transition of policing governance arrangements and the introduction of Police and Crime Commissioners
- ▶ Manage a national transition programme including establishing a transitional association to support Police and Crime Commissioners

To deliver these objectives the APA Board and Council had agreed to create a transitional Body led by a Board of Directors chaired by Simon Duckworth DL and composed of those members from Policing Governance Bodies unaffected by the changes in the Police Reform and Social Responsibility Act. The Board's remit was to provide advice, guidance and support during the early months of transition for Police and Crime Commissioners through to 1 April 2013. The Association would then continue if Police and Crime Commissioners wished to come together in one national body as the Association of Police and Crime Commissioners. On 21 March 2013 Police and Crime Commissioners in General Meeting agreed new articles of association and 100% of Police and Crime Commissioners chose to become members of a new Association of Police and Crime Commissioners.

Review of the Year

Leadership and Governance

The APA Board and Council continued to provide leadership and governance to November 2012. The Transitional Board operated in shadow form as a sub-committee of the APA Board, taking over corporate responsibility from the APA Board on 22 November 2012. In January 2013 Police and Crime Commissioners nominated a group of twelve of their peers to form a Steering Group to work with the Transitional Board to establish the governance, business and financial arrangements for the Association should it continue beyond March 2013.

Police Reform

The introduction of Police and Crime Commissioners was just one strand of significant national reform programme in policing. Other developments included plans to establish a national College of Policing, reforms to police pay, terms and conditions, the establishment of a National Crime Agency and National Police Air Service. The London Olympics 2012 and Paralympics also took place during

the summer of 2012 and involved the coordination of police resources from across England and Wales. These reforms were taking place in the context of substantial reductions in police funding and therefore programmes of work to drive efficiencies featured prominently in the national reform programme. The Association continued to play a key role in coordinating and representing the interests of its members in relation to all strands of national reform.

Supporting Police and Crime Commissioners

During 2012 the Association received a grant from the Home Office to support and advise Police and Crime Commissioners once they were elected. A Programme Manager was appointed to coordinate the activity required, which included running two national briefing events for candidates, developing a new website to act as a central repository of information for candidates and other interested parties in the run up to the elections, and providing regular briefing and guidance to candidates on matters of interest. Once elected, the Association continued to provide briefings for Police and Crime Commissioners on matters of national interest and carried out comprehensive face to face consultations with all Police and Crime Commissioners to establish their requirements from a national association going forward.

Following the elections, the Association coordinated national briefing events in December, January, February and March to ensure that Police and Crime Commissioners were informed about, and had an opportunity to influence national policy developments.

The Association's transitional Board worked closely with a Steering Group of Police and Crime Commissioners to inform the development of a revised governance, business and financial plans going forward and ensure that these reflected the wishes of police and crime commissioners.

Supporting Local Transition

The Association played a key part in all 12 Transition Projects established by the Home Office to implement the Police Reform and Social Responsibility Act, and replace police authorities with Police and Crime Commissioners. In particular, the organisation took the lead role in a project designed to support police authorities with transition. This involved co-ordinating a number of working groups to assist different aspects of local transition, and the development of guidance, models and tools to police authorities to enable a smooth transfer to Police and Crime Commissioners. The association also organised a series of seminars and conferences for police authorities involving key stakeholders, such as the Home Office, Her Majesty's Inspectorate of Constabulary (HMIC), the Local Government Association, Association of Chief Police Officers (ACPO) and the Electoral Commission, to help to inform and assist this process.

This work continued under the Transitional Board after police authorities had been abolished in the form of briefings and guidance to Police and Crime Commissioners about key elements of their new role, and the most important tasks that would need their attention during their early days in office – such as the leaflet “Essential First 100 Days Checklist” that was distributed to all PCCs.

Workforce

The Workforce portfolio broadly covers the areas of police officer and staff, pay and terms and conditions. 2012/13 was a busy year for police officer pay negotiations. A bulk of the work involved

supporting Members through the Winsor Part 2 negotiations on the Police Negotiating Board, Police Staff Council and Police Advisory Board England and Wales. This included ensuring Members' views were sought and reflected in negotiating positions and strategy, as well as supporting the Official Side in the drafting and presentation of its submission to the Police Arbitration Tribunal on in November 2012.

The focus in the September – March period turned to ensuring effective transition for Police and Crime Commissioner Candidates now the newly elected Police and Crime Commissioners. Prior to November, candidates were given access to a broad range of briefing materials on how police officer and staff terms and conditions were negotiated as well as updates on the current positions on matters under negotiation. The post-November period, support was given to raise Police and Crime Commissioners' awareness of the numerous issues being considered by the negotiating bodies, on consultations from the Home Office and included a dedicated Workforce briefing event where all the key players spoke to newly elected Commissioners about the workforce landscape.

The other significant Workforce issue was Stage 2 Transfers. The Association worked with colleagues in the Association of Police and Crime Chief Executives and Police and Crime Commissioners Treasurers' Society, to produce Stage 2 Transfers Guidance. Published in March 2012 it provided Commissioners with the background and outlined their upcoming responsibilities around stage 2 transfers.

2012 London Olympics and Paralympic Games

The Association coordinated and represented the interests of police authorities and engagement with the Olympic Security Programme through representation on the Olympic Security Programme Board and by hosting regular National Olympic Security Oversight Group (NOSOG) meetings chaired by Simon Duckworth DL. During the year, NOSOG continued to work with the Olympic Policing Coordination Team and the Home Office Olympic Security Directorate to ensure that those policing areas who hosted games venues were prepared. This work involved unusually the coordination of involvement and response from police authorities, Fire Authorities and Ambulance Trusts and demonstrated the significant value of NOSOG. Consideration was also given to the significant issues that affected all police authorities, these included the preparations for the Torch Relay, parallel events as well as mutual aid agreements. The planning for a safe and secure Olympic and Paralympic Games was successfully achieved and is testament to the work of NOSOG.

Police ICT Company

During 2012/13 the Association became joint owners of the Police ICT Company along with the Home Secretary. Although the company did not have any assets or liabilities during 2012/13, it was established to provide the foundations for a new organisation under the governance of policing to identify opportunities for innovation, improvements and greater efficiency in the use of ICT in policing.

Corporate Management

The budgetary year 2012/13 covered a period of significant change and uncertainty. The budget was set based on eight months subscription from police authorities with the shortfall required to cover the remaining four months being provided by Home Office grant. In summary, the total expenditure for 2012/13 was £1,348,067. This was funded by £785,514 from police authority subscriptions,

£155,943 from a Home Office grant, £30,511 other income and APCC reserves. It should be noted that the deficit on ordinary activities as at 31 March 2013 is £242,596 which is primarily a result of the shortfall in the Home Office grant and a reduction in subscriptions. As the APCC had large reserves the council decided to utilize the APCC's reserves which led to reduction of subscription levels.

The balance sheet shows that by the end of the financial year 31 March 2013, the APCC had net assets of £420,954

Detailed Income and Expenditure Accounts

| | 2013 | | 2012 | |
|--|---------------|---------|---------------|-----------|
| | £ | £ | £ | £ |
| Income | | | | |
| Subscription Income | 785,514 | | 1,444,893 | |
| Grants - Home Office | 155,943 | | - | |
| Other income including grants released | <u>30,511</u> | | <u>89,927</u> | |
| Total Income | | 971,968 | | 1,534,820 |
| Expenditure | | | | |
| Wages and salaries | 738,901 | | 708,787 | |
| Members allowance (directors) | 117,253 | | 170,297 | |
| Member expenses | 14,492 | | 30,719 | |
| Accommodation | 97,392 | | 28,216 | |
| Meeting and conferences | 65,335 | | 13,377 | |
| Office costs | 45,350 | | 31,675 | |
| IT support/development | 27,946 | | 48,227 | |
| Travelling expenses - Staff | 18,061 | | 6,185 | |
| Legal and Professional fees | 43,861 | | 20,782 | |
| H R & Payroll | 16,869 | | 24,646 | |

| | | |
|---|-------------------------|-----------------------|
| Audit fees | 6,000 | 6,500 |
| Other non-audit fees | - | 2,980 |
| Bank charges | 1,765 | 1,770 |
| Bad debts - other | - | 1,699 |
| Miscellaneous | 662 | 339 |
| | <hr/> | <hr/> |
| Total expenses | 1,193,887 | 1,096,199 |
| Operating (deficit)/surplus | (221,919) | 438,621 |
| Exceptional items | | |
| Redundancy payments | (24,132) | - |
| Move costs | <u>(2,048)</u> | <u>-</u> |
| | (26,180) | - |
| Other interest receivable and similar income | | |
| Bank interest received | 9,503 | 4,512 |
| Interest payable | | |
| Other finance expenses | (4,000) | (1,000) |
| | <hr/> | <hr/> |
| (Deficit)/surplus before taxation | <u><u>(242,596)</u></u> | <u><u>442,133</u></u> |

Chairman's conclusion

The transition from police authorities to Police and Crime Commissioners was the centrepiece of the policing reform programme instituted by the present government. It is testament to all those involved that the newly elected police and crime commissioners were able to maintain their momentum taking over the helm and ensuring that this most important public service continued to keep the public safe. At the national level it was significant that 100% of the police and crime commissioners agreed to come together to join an association designed by and for them but passed to them by their predecessors in a condition that they could retain and utilise for their own use. This was a significant change programme and it would be remiss not to recognise the staff in the APCC secretariat who worked so hard to reach a successful conclusion; in particular Mark Castle OBE the Chief Executive and Tania Eagle the Programme Manager who worked tirelessly in support of the Transitional Board. The Transitional Board Directors, Stephen Greenhalgh, David Riddle and Brian Rae CBE should also be recognised for their commitment as should Millie Banerjee CBE from British Transport Police who continued to provide advice and guidance at a particularly traumatic time for her.

Simon Duckworth DL


Chairman, APCC Transitional Board

Directors of the Association

The following directors have held office since 1 April 2012

| | |
|------------------------|--|
| Mark Burns-Williamson | Ceased on 05 October 2012 |
| Stephen Greenhalgh | Appointed on 21 November 2012, Ceased on 21 March 2013 |
| David Riddle | Appointed on 21 November 2012, Ceased on 21 March 2013 |
| Brian Greenslade | Ceased on 10 October 2012 |
| Diana Holl-Allan | Ceased on 21 November 2012 |
| Saima Afzal (co-opted) | Ceased on 21 November 2012 |
| Peter Williams | Ceased on 11 October 2012 |
| Stuart Nagler | Ceased on 21 November 2012 |
| Barry Young | Ceased on 21 November 2012 |
| Anthony Lloyd | Appointed on 21 March 2013 |
| Simon Hayes | Appointed on 21 March 2013 |
| Ronald Ball | Appointed on 21 March 2013 |
| Vera Baird | Appointed on 21 March 2013 |
| Sir Graham Bright | Appointed on 21 March 2013 |
| Anthony Stansfeld | Appointed on 21 March 2013 |
| Simon Duckworth | |
| Peter Thompson | Ceased on 21 November 2012 |
| Rob Garnham | Ceased on 21 November 2012 |
| Paul Murphy | Ceased on 21 November 2012 |
| Ann Barnes | Ceased on 10 August 2012 |
| Paul Deneen | Ceased on 21 November 2012 |
| Kit Malthouse | Ceased on 21 November 2012 |
| Bob Jones | Ceased on 11 October 2012 |
| Brian Rea | Ceased on 31 January 2013 |

Staff of the Association

| | | | |
|---|---|--|---|
|  | <p>Mark Castle Chief Executive mark.castle@apccs.pnn.police.uk 07714 399752</p> |  | <p>Dawn Osborne Executive Officer dawn.osborne@apccs.pnn.police.uk 07714 399758</p> |
|  | <p>Tania Eagle Programme Manager Tania.eagle@apccs.pnn.police.uk 07714399755</p> |  | <p>Simon Efford Senior Policy Officer Simon.efford@apccs.pnn.police.uk 07703124175</p> |
|  | <p>Joel Charles Communications Officer Joel.charles@apccs.pnn.police.uk 07703124174</p> |  | <p>Oliver Shaw Senior Policy Adviser oliver.shaw@apccs.pnn.police.uk 07714 399756</p> |
|  | <p>Cat McIntyre Senior Policy Adviser cat.mcintyre@apccs.pnn.police.uk 07714 399754</p> |  | <p>Stephen B'wona Finance Manager stephen.b'wona@apccs.pnn.police.uk 07714 399762</p> |
|  | <p>Laurie Kremer Marketing and Research Intern December 2012 to May 2013</p> |  | <p>Nathan Oley Head of Press and Public Affairs April 2012 to March 2013</p> |
|  | <p>Tom Tyler Senior Policy Adviser April 2012 to 28th February 2013</p> | | |

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