



Association  
of  
Police and Crime  
Commissioners

# Association of Police and Crime Commissioners

## Annual report summary 2014/15

Covering the second year of the  
national Association of Police  
and Crime Commissioners

# ► Annual report summary



## Chairman's introduction

In 2014/15 the APCC continued to forge its place as a leading and influential player in the policing and criminal justice landscape. The Association has continued to embed effective structures to support Police and Crime Commissioners (PCCs) in executing their national policing responsibilities, as well as tackling a number of member-led projects important to the future of policing in England and Wales.

Standout achievements include the formation of our eight APCC Standing Groups – the means by which PCCs are able to set the direction on matters of national policy. In November 2014 we ran a highly successful Partnership Summit, bringing together stakeholders from across the policing and criminal justice landscape for the first time. There have also been APCC led projects – notably, overseeing the wind-down of the Association of Chief Police Officers (ACPO), and its replacement with the far more transparent National Police Chiefs' Council (NPCC) as well as the establishment of a new PCC led Police ICT Company. The APCC also supported PCCs as they took on responsibilities to commission victims services locally, as well as expanding their influence into the criminal justice, funding and finance policy areas, to name a few.

This annual report summary provides an overview of the key successes and achievements of the APCC in 2014/15.

A handwritten signature in blue ink that reads "N.K. Alston".

**Nick Alston CBE**

Chairman, APCC Board 2014/15  
Police and Crime Commissioner for Essex

## About the APCC

The APCC has membership of all 41 PCCs in England and Wales as well as the Mayor's Office for Policing and Crime (MOPAC), the City of London Police Committee and the British Transport Police Authority. Associate members are Jersey Police Authority and MOD Police Committee. By coming together as one Association, the APCC is able to:

- debate and discuss national policing and criminal justice strategy and policy;
- use its collective voice to influence change with government and stakeholders;
- forge new relationships with national stakeholders and delivery partners; and
- share good practice and innovation, procure services, and identify ways to achieve efficiencies through working together.

The APCC is fully funded by members and operates independently of government. It is supported by a small team of policy and communication professionals with experience in representing the interests of local police governance bodies at a national level.

## Directors of the Association

### **Nick Alston CBE**

Police and Crime Commissioner for Essex (Chairman)

### **Ron Ball**

Police and Crime Commissioner for Warwickshire

### **Vera Baird QC**

Police and Crime Commissioner for Northumbria

### **Simon Duckworth OBE DL**

Member of the City of London Police Committee

### **Ian Johnston**

Police and Crime Commissioner for Gwent

### **Tony Lloyd**

Police and Crime Commissioner for Greater Manchester

### **Julia Mulligan**

Police and Crime Commissioner for North Yorkshire



## Review of the year and financial summary

### Corporate support 2014/15

#### APCC Standing Groups

In September 2014, the APCC formed eight Standing Groups that cover the broad range of national policing and criminal justice subject areas. The Standing Groups enable PCCs to come together around themed areas to discuss and agree positions, as well as engage with relevant stakeholders and government departments to influence policy and strategy at the national level. The Standing Group structure also provides the means for communications and press lines to be agreed on relevant subject areas – a process that seeks to be inclusive of the entire membership. The Standing Groups are supported by the APCC Secretariat which provide policy advice and coordination.



#### General Meetings and Partnership Summit

During 2014/15 the APCC organised five General Meetings and one summit, providing a forum for discussion and mutual learning, as well as an opportunity for PCCs to engage and influence ministers and other leaders in the policing and criminal justice landscape. Thematic, in-depth sessions covered at APCC General Meetings included: summary justice, domestic violence, funding, modern slavery and alcohol. The following notable speakers attended the APCC General Meetings:

- ▶ Rt Hon Theresa May MP, Home Secretary;
- ▶ Rt Hon Normal Lamb MP, former Minister of State (Department of Health);
- ▶ Rt Hon Jeremy Wright QC MP, Minister for Prisons and Rehabilitation;
- ▶ Rt Hon James Brokenshire MP, Minister of State (Home Office) (Security and Immigration);
- ▶ Rt Hon Mike Penning MP, Minister for State (Home Office) and Minister of State (Ministry of Justice) (MOJ);
- ▶ Lord Tom McNally, Chair, Youth Justice Board; and
- ▶ leaders of HMIC, National Police Chiefs' Council, College of Policing and the Crown Prosecution Service (CPS).



In November 2014 the APCC held a 'Partnership Summit' in Harrogate which provided PCCs with an opportunity to share good practice in the pursuit of driving up standards in policing, and discuss the ways in which they can ensure an effective and efficient response to the challenges facing policing. The summit was extremely well received and laid the foundation for a follow-up event to be held jointly with the NPCC in November 2015.

#### Communication and sharing Information

Throughout 2014/15 the APCC distributed a daily media briefing to all members and weekly reports which summarise parliamentary activity, business updates, the media landscape and any significant events in the criminal justice sphere.

APCC members continued to enjoy access to a 'members-only' section of the website which is regularly updated with communications from stakeholders and ministers, and hosts an online repository for policy related information.

#### Other APCC functions

Other APCC functions included:

- ▶ supporting/providing advice to members on ad-hoc issues;
- ▶ providing the secretarial support for the All Party Parliamentary Group on Policing;
- ▶ pre-briefing members ahead of national policy meetings, Select Committees etc;
- ▶ collating and retaining examples of best practice and innovation;
- ▶ general awareness of policing landscape and horizon scanning;
- ▶ a central London base to have meetings, internet/email access and out of office working; and
- ▶ corporate administration for the APCC Board as well as support to group representatives to consider weekly policy matters.

#### Influence and policy 2014/15

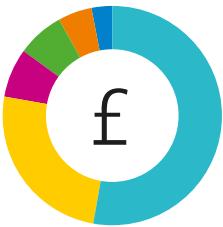
The following sets out a selection of APCC achievements.

#### Establishing the National Police Chiefs' Council (NPCC)

In 2014/15 the APCC continued to advance work to establish the NPCC, a more transparent successor body to ACPO. During this period the APCC was instrumental in securing transitional funding, and strongly influenced the overarching governance design, funding structure, role and functions of the new body. The new NPCC came into existence on 1 April 2015.

#### A new Police ICT Company

The Police ICT Company was established to help deliver increased efficiency and savings through innovation, collaboration and rationalisation on large policing ICT projects. The APCC supported its formation by providing project support, sourcing seed funding and working with PCCs to define and scope requirements for the new company, culminating in its formal establishment in March 2015.



- ▶ **Staff costs**  
(including salaries, agency staff, training, travel, recruitment, pension and NI) 53%
- ▶ **APCC projects**  
(payment of ACPO's rent during transition to NPCC) 25%
- ▶ **Accommodation**  
(including rent, rates, repairs, cleaning, insurance and storage) 7%
- ▶ **Professional costs**  
(including payroll, HR, audit, accountancy, research and consultancy and legal) 7%
- ▶ **Miscellaneous**  
(including bank charges, meeting costs, depreciation and sundry) 5%
- ▶ **Information services**  
(including website maintenance, telephone, post and stationery, advertising and IT) 3%

## Setting the financial direction for policing and crime

Early planning and preparation for the APCC's submission to the 2015 Comprehensive Spending Review (CSR) saw the Finance Standing Group begin the process of policy development, influence and data collection throughout 2014/15. This included bringing together stakeholders to discuss priorities, the collation of data and evidence and regular engagement with ministers in order to prepare a first draft submission for consultation in early 2015.

### Engaging with the National Crime Agency

Throughout 2014/15 the Strategic Policing Standing Group worked closely with the National Crime Agency (NCA) to further develop its 'Commitment' which sets out how PCCs and the Agency will work together. This included facilitating regular engagement at local, regional and national levels, drafting and agreeing information sharing protocols and channels of communication as well as the running of a dedicated NCA Engagement Day for PCCs.

### Delivering victims' services

In 2014/15, the MOJ devolved responsibility for the commissioning of some victims services to PCCs. The Victims Standing Group supported PCCs and their offices by drawing together and providing information on different commissioning models, facilitating workshops and liaising with the MOJ to ensure a smooth transition to the devolved commissioning of victims services. The Standing Group also commenced lobbying work with the Home Office and MOJ to put funding of victims' services overall into a more coherent structure and onto a more sustainable, long-term footing.

### Joining up criminal justice

The Joining up Criminal Justice Standing Group supported PCCs in their bid to shape and influence the wider criminal justice landscape around their 'and crime' portfolio by developing strong relationships with the Home Office, MOJ, Department of Health and criminal justice agencies. The APCC facilitated ministerial engagement and ensured PCC representation on the national Criminal Justice Board.

### Workforce relations

The Workforce Standing Group submitted quality evidence to pay review bodies on the pay and conditions of police officers, chief officers and PCCs as well as increasingly becoming a repository of workforce data and knowledge. The Standing Group also made an important contribution to the resolution of the 2014/15 police staff pay dispute with the provision of evidence, industrial relations expertise and bargaining support, leading to an agreed two year deal.

## Making the complaints system work for the public

The Transparency Standing Group was critical to driving reform of the police complaints system by engaging with government and developing pilots to examine ways to make the system simpler, more responsive to the public and more independent. This culminated in a Home Office consultation and subsequent response published in March 2015 indicating their intention to change the law on the police complaints and discipline system.

### Working in partnership to reduce crime

Throughout 2014/15 the Standing Group continued to call for improvements to policing and mental health practice including the national and local Concordat and the reduced use of Sections 135 and 136 of the Mental Health Act. The group developed desk-based research of the issues commonly raised with PCCs on roads and traffic issues and has met and engaged with operational policing colleagues on the new National Roads Policing Strategy. The alcohol sub-group has undertaken work to map PCC priorities on this issue and has three aims: to champion legal reform; identify and promote best practice; and improve understanding through research and knowledge. The group has also dealt with the Fire Service in relation to its national arson report, and established contact with the Local Government Association (LGA) over their recent guidance issued to Police and Crime Panels.

### Influencing the police performance landscape

The Performance Standing Group continued to build relationships with the College of Policing and Her Majesty's Inspectorate of Constabulary (HMIC), including ensuring PCC representation on the various College governance boards, to ensure PCCs are able to influence key national policing standards. Initial work on an HMIC/PCC protocol also took place, aimed at ensuring a more joined up approach to holding the police to account. The group has also worked to positively influence the new national inspections introduced by HMIC.

## The APCC's financial position

The total income received by the APCC during 2014/15 was £1,380,949. Of this £888,375 was generated through the Association's subscriptions with the remaining £486,702 being comprised of recharges for seconded staff and the money that members contributed to fund the transition from ACPO to the NPCC. The APCC spent a total of £1,247,045 and remained well within the agreed budget for 2014/15. The financial position given the current remit remains stable and healthy with four to five months of working reserves providing stability. The full annual report (including financial reports) can be downloaded at [www.apccs.police.uk](http://www.apccs.police.uk)