



Association of Police and Crime Commissioners

Annual report 2013/14

Covering the first year of the
national Association for Police
and Crime Commissioners

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▶ Chairman's introduction



On 21 March 2013 all 41 Police and Crime Commissioners in England and Wales agreed to join the Association together with the Mayor's Office for Policing and Crime, the British Transport Police Authority and the City of London Police Committee. In addition, the Ministry of Defence Police Committee and Civil Nuclear Police Authority are Associate members of the Association.

At that meeting we agreed changes to the previous articles of association to ensure that the Association was fit for our purpose, agreed a business plan and budget and agreed a number of representational appointments. We also agreed that the APCC Board would be composed of seven Police and Crime Commissioners and one member from the other policing governance bodies.

Over the last 12 months it was essential that we kept in close touch with our members, constantly reviewing our activity and learning lessons to ensure that we were providing the service that our members wanted.

As Police and Crime Commissioners have embraced their role locally – working with their local partners to drive the delivery of an efficient and effective police service, improve criminal justice outcomes, protect vulnerable people and keep people safe – it has become clear that we can be more effective in delivering local outcomes when we work together to identify issues of common interest and engage effectively with government and other national organisations. The national Association has provided a vehicle to share best practice and ideas, and a platform to enable and coordinate influence at a national level.

The objectives agreed by the members of the Association are to:

- ▶ share knowledge and information with and between members;
- ▶ provide support to help members achieve economies of scale and provide a one-stop-shop for advice and support;
- ▶ provide members with an opportunity to come together, network and have a collective voice; and
- ▶ enable and coordinate influence at a national level.

This annual report provides an overview of the key successes and achievements of the APCC in the context of the resources that have been made available and demonstrates the APCC is in a solid position to build on the success of its first year.

A handwritten signature in blue ink that reads "Tony Lloyd". The signature is written in a cursive, flowing style.

Tony Lloyd

Chairman, APCC Board 2013/14

Police and Crime Commissioner for Greater Manchester

▶ Leadership and governance

Directors of the Association

Tony Lloyd

Police and Crime Commissioner for Greater Manchester
(Chairman)

Sir Graham Bright

Police and Crime Commissioner for Cambridgeshire

Ron Ball

Police and Crime Commissioner for Warwickshire

Anthony Stansfeld

Police and Crime Commissioner for Thames Valley

Vera Baird QC

Police and Crime Commissioner for Northumbria

Simon Hayes

Police and Crime Commissioner for Hampshire

Simon Duckworth OBE DL

Member of the City of London Police Committee

Governance

Changes made to the articles of association ahead of the inaugural meeting in March 2013 meant that seven Board Directors were appointed and remained in position throughout 2013/14. The Board Directors comprise of two members from the largest three constituent groups (Labour, Conservative and Independent) and one member representing the other policing governance bodies. The Board met five times during 2013/14.

The Board reports to the APCC General Meeting, which is the principal decision-making body of the Association. The APCC convened six General Meetings for members of the Association during 2013/14. Decisions made by all members through General Meetings include the APCC's budget, changes to articles of association, the appointment of auditors, audited accounts and annual report.

▶ Review of the year



Share knowledge and information with and between members

On a daily basis, the APCC acts as a central repository of information, providing effective communications with and between members of the Association as well as distributing information to all members on behalf of national stakeholders and Government departments. Information is provided through 'group emails' together with a synopsis for ease of reference.

The APCC provides 'daily briefings' to all members with a summary of relevant national and local news coverage and parliamentary activity. In addition, a 'weekly update' provides a round-up of information, communications and meeting feedback.

In November the APCC hosted a 'one year on' event for PCCs to share best practice and innovative approaches from their first year in office. In support of the event, the APCC published a 'case study' document highlighting the key successes and achievements of the Association's members.

In December 2013 the APCC launched a new website, including a secure area for members to access. The secure site includes a full range of information and feedback from national meetings, has discussion forums and consultation facility so members and their staff can share ideas and views. The secure site also has a comprehensive resources section which holds key documents published through the year, briefings, guidance and templates. During the first four months the secure site had been visited 4,752 times, 25,993 documents were downloaded by a total of 503 unique IP addresses.



Provide support to help members achieve economies of scale and provide a one-stop-shop for advice and support

The APCC has coordinated a range of training requirements for members and their staff on subjects such as media handling, policy development, understanding the legislative process and handling freedom of information requests. To deliver this, the APCC carried out a training needs analysis and identified appropriate training providers, seeking to achieve best value and economies of scale.

Throughout the year the APCC has identified information requirements and worked with partners to deliver a range of products to meet the needs of members. This has included guidance on managing the transfer of staff from PCCs to Chief Constables, and working alongside the Ministry of Justice to provide information on the requirements in relation to the commissioning of victims' services.

The APCC has continued to provide advice to members about their transparency and information requirements, including working with the Information Commissioner's Office to review the FOI Publication Scheme for Police and Crime Commissioners and other police governance bodies, and coordinating PCC views on these proposals, which are intended to help PCCs fulfil their statutory obligations under the Freedom of Information Act.



Provide members with an opportunity to come together, network and have a collective voice

The main vehicle provided to enable members to come together and have a collective voice is through the APCC General Meetings and other national events. The APCC General Meetings have provided an opportunity to meet and engage with Government departments and other national stakeholders about issues and areas of business that impact on the ability for members to carry out their functions effectively. High-profile figures have attended and contributed to APCC General Meetings this year, including the Home Secretary, the Secretary of State for Justice, the Secretary of State for Communities and Local Government, the Minister of State for Policing and Justice, the Parliamentary Under Secretary of State for Justice, the Minister of State for Care and Support, the Minister of State for Crime Prevention, the Minister for the Courts and Victims, Her Majesty's Chief Inspector of Constabulary, the Director of Public Prosecutions, the Chair of the College of Policing Board, the Chair of the Independent Police Complaints Commission, the Director General of the National Crime Agency and the Victims' Commissioner.



Engagement with senior national politicians and leaders of other organisations with a shared interest in the outcomes sought by the Association's members has provided an opportunity to achieve the following:

- ▶ identify shared priorities and common goals;
- ▶ share information on practice, including barriers, challenges and opportunities; and
- ▶ create the environment for members to influence the direction of policy.



In addition to General Meetings, the APCC has provided opportunities for members to come together to discuss topical issues to agree approaches and activity. The APCC organised the following events:

Rural crime

Chaired by Clive Loader, PCC for Leicestershire, the APCC delivered an event on rural crime aimed at sharing practice and identifying opportunities for further activity. From this event, a rural crime network has been established.

Fraud

Hosted by the City of London Police, the APCC supported an event on fraud that increased awareness of issue related to fraud and provided information on local profiles to help inform members of local challenges.

Commissioning of victims' services

An event to discuss the new legislative requirements in relation to the commissioning of victims' services, following which the APCC delivered a programme of activity took place to identify approaches, share practice, and influence the Government on aspects of the transitional process.

Voluntary sector

An event bringing members together with voluntary sector organisations to discuss opportunities for working together. The event was attended by high-profile speakers including Lord Adebowale and the Crown Representative for the Voluntary, Community and Social Enterprise (VCSE) sector.



Enable and coordinate influence at a national level

The APCC team managed relationships with a comprehensive network of national stakeholders so that the interests of the Association’s members can be effectively represented on a day to day basis. It is through this network that opportunities for members to engage directly at a national level are identified and facilitated.

During 2013/14 members of the Association were represented on 40 national groups and boards hosted by stakeholders such as the Home Office, Ministry of Justice, Her Majesty’s Inspectorate of Constabulary (HMIC) and the College of Policing. It is through these meetings that a range of stakeholders come together and shape policy. The APCC team facilitates representation, carries out consultation to coordinate the views of members, prepares briefings and reports and plays a significant role in policy development on behalf of members. Some specific examples are set out below.

- ▶ A range of HMIC Boards through which the performance and inspection landscape is developed and reviewed. This includes thematic inspection groups such as domestic violence and crime data integrity. Members are represented in this way to ensure any changes to the performance and inspection landscape, and specific thematic inspections, reflect the outcomes sought by Police and Crime Commissioners and other policing governance bodies.
- ▶ Engagement with the College of Policing Board and Professional Committee to influence the governance of the College in how standards and strategies for policing are approved nationally. The APCC has also worked to extend



the influence of PCCs upstream in the process of setting the strategic direction of the College, culminating in the College announcing at the end of the financial year its intention to restructure how it engages stakeholders in 2014/15 to enable influence at an earlier stage.

- ▶ The APCC has supported its members in shaping the Criminal Justice System at a national level through regular contribution to a number of high level boards such as the national Criminal Justice Board and to the development of the national Criminal Justice Strategy and Action Plan.
- ▶ The APCC has worked alongside members and the PCC Treasurers’ Society to contribute ideas towards the Home Office review of police funding as well as discussions around procurement, technology, innovation and efficiency improvements. To this end, the APCC has coordinated submissions to the Government on public spending and other financial matters. These include responses to the annual grant settlements and the Chancellor’s economic statements, National Insurance levies, future funding of pensions liabilities, and the local arrangements for setting Council Tax.
- ▶ The APCC has supported members in national activity on policy formation and governance in relation to balancing local policing needs with strategic national priorities such as counter terrorism, public order and serious and organised crime. This has ensured members are aware of and have an opportunity to inform priorities and resourcing decisions.
- ▶ Police and Crime Commissioners are the biggest constituent on the Official (Employers) Side of the Police Negotiating Board (PNB) which negotiates pay and terms and conditions for police officers. Supported by the APCC, Ian Johnston, PCC for



Gwent, is Chair of the PNB Employers' Side. PNB successfully negotiated a one per cent pay award for police officers for 2013/4. The award was in line with government public sector pay policy.

- ▶ The APCC carried out consultation with members to support Bob Jones, PCC for the West Midlands in his role as Chair of the Employers' Side of the Police Staff Council. This led to the successful negotiation of a one per cent pay award for police staff for 2013/4.
- ▶ The APCC is supporting its members to continue to have a major impact on project boards and working groups relating to the implementation of remaining Winsor recommendations relating to fast track and direct entry, and skills thresholds for police officers.



In addition to the national groups and boards hosted by other national stakeholders, the APCC has established a number of working groups to drive forward programmes of work reflecting shared priorities and aspirations. A summary is set out below.

Review of the Association of Chief Police Officers (ACPO)

The APCC established a working group to review the functions, funding and governance of ACPO to ensure it was both fit for purpose in the new national landscape and value for money. To inform the working group, the APCC commissioned General Sir Nick Parker to carry out an Independent Review and then established a stakeholder Implementation Board to take forward the recommendations. As part of its review, the working group reduced the level of funding requested by ACPO by 30 per cent and agreed a set of recommendations that were supported by all key stakeholders including the Home Secretary and Chief Officers.



Transforming rehabilitation

The APCC established a strong group advocating for the needs of local communities within emerging changes to probation and have successfully ensured that data will be made available at force area level and that Local Advisory Panels were formed and continue, enabling PCCs to hold providers to account and ensure that service locally is as strong as it can be throughout the changes to probation delivery.

Mental health

The APCC established a Mental Health Working Group to address the needs of some of the most vulnerable members of society who may come into contact with the Criminal Justice System and became founder member signatories to the national Mental Health Crisis Care Concordat published in February 2014, which Police and Crime Commissioners are now using to work with partners to help re-shape the local delivery of services to individuals with mental health need through the development of local action plans which each area is expected to have in place by December 2014.

Integrity and complaints

The APCC established an Integrity Working Group which developed an Ethical Framework for Police and Crime Commissioners in March 2013. In relation to police complaints, the APCC exercised greater scrutiny of the Home Office proposed transfer of resources from Police Standards Departments to the Independent Police Complaints Commission (IPCC), and developed alternative proposals about how the complaints system can be improved. This included establishing a small number of pilot projects with the intention that these will inform more far reaching proposals in the coming year to reform the



police complaints system. This will ensure the new system is easy to understand, independent and focused on the complainant/victim, not the organisation.

Police information and communications technology (ICT)

The APCC currently co-owns the Police ICT Company with the Home Secretary. However, the Company did not trade during 2013/14 and remained in 'shell' form. The APCC established a working group to review the requirement for a company, and assess the benefits and opportunities a company could offer. To support the working group, the APCC researched the current picture of police ICT and put in place resources to deliver the capabilities identified. This work will be progressed further in the coming year.

Emergency services collaboration

The APCC has supported David Lloyd, Police and Crime Commissioner for Hertfordshire, in chairing a national Emergency Services Collaboration Working Group which is reviewing a forward programme of work to drive progress. This includes providing a forum to share practice, identify barriers and opportunities which can be taken forward at a national level.



All Party Parliamentary Group for Policing (APPG)

Finally, the APCC continued to provide the secretariat support for the APPG, which provides an opportunity for leaders in policing to come together with parliamentarians to discuss and debate key issues. Issues considered by the APPG during 2013/14 included:

- ▶ the role of the College of Policing (with Chief Constable Alex Marshall);
- ▶ the role of forces in relation to serious and organised crime (with the Chief Constable of Merseyside and Chief Officer Lead);
- ▶ counter terrorism (with Assistant Commissioner Cressida Dick);
- ▶ equalities in senior ranks in policing (with the Chief Constable of Greater Manchester and Chief Officer Lead);
- ▶ roads and traffic (with the Chief Constable of Gloucestershire);
- ▶ police firearms units (with Assistant Commissioner Mark Rowley);
- ▶ police internal investigations (with Superintendent Matt Sarti); and
- ▶ an update on Northern Ireland policing (with the Chief Constable of Northern Ireland).

► Corporate management

Financial position

The total income received by the APCC during 2013/14 was £924,575 of which £881,011 was generated through subscriptions from the Association's members. The remainder largely reflects income received through staff secondments, a grant towards the providing the secretariat function for the APPG and income received through running events.

The total expenditure during this period was £996,347, representing an operating loss of £71,772. This reflects decisions made by the Board during 2013/14 to utilise reserves to fund and invest in capital projects, including the funding of the Independent Review of ACPO and development of a new website with a secure area for members.

Taking into account interest paid and received, the total deficit for the year was £81,258.

The APCC has undergone a number of corporate changes during 2013/14, most significantly a move to new offices at the end of March 2013. The new offices provide additional space for members to meet together and use as a working base when they are in London, equipped with video conferencing to allow better communication with members of the Association. This activity resulted in an increase in fixed assets from £6,105 in 2012/13 to £63,207 in 2013/14.

The pension liability has reduced from £299,000 in 2012/13 to £185,000 in 2013/14.

Overall the shareholders' funds have increased from £420,954 in 2012/13 to £509,696 in 2013/14.

This page does not form part of the financial statements on which the auditors have reported

Detailed income and expenditure account for the year ended 31 March 2014

	£	2014 £	£	2013 £
Incoming resources				
Subscription income		881,012		785,514
Grants – Home Office		–		155,943
Secondees		–		11,892
Other income including grants released		43,564		18,619
		<hr/>		<hr/>
		924,576		971,968
Wages and salaries	486,329		565,458	
Employer's NI contributions	50,673		69,061	
Staff training	5,787		(366)	
Payments to defined benefit pension scheme	81,359		104,748	
Members' allowances (Directors)	8,000		113,833	
Members' allowances	–		3,420	
Members' expenses	–		14,492	
Meeting costs	33,178		–	
Rent re operating leases	68,225		65,766	
Rates	20,651		22,525	
Insurance	4,285		9,101	
Meeting costs	–		29,294	
Conference expenditure	12,736		36,041	
Stationery and office costs	8,372		14,304	
Telephone	1,093		3,565	
Travelling expenses (staff and members)	12,786		18,061	
Legal and professional including consultants	37,462		43,861	
HR and payroll	997		16,869	
Research and consultancy	42,901		–	

This page does not form part of the financial statements on which the auditors have reported

Detailed income and expenditure account for the year ended 31 March 2014 (continued)

	£	2014 £	£	2013 £
Audit fees	6,200		6,000	
Bank charges	2,232		1,765	
Bad and doubtful debts	2,153		–	
Miscellaneous	30,814		662	
Information services (including website development)	42,575		27,946	
Storage and removal	13,929		9,158	
Subscriptions	12,663		18,323	
Depreciation	2,035		–	
		(987,435)		(1,193,887)
Administrative expenses		(987,435)		(1,193,887)
Operating loss		(62,859)		(221,919)
Exceptional items				
Move costs	–		(2,048)	
Redundancy payments	(8,913)		(24,132)	
		(8,913)		(26,180)
Other interest receivable and similar income				
Bank interest received		2,514		9,503
Other finance costs		(12,000)		(4,000)
Loss before taxation		(81,258)		(242,596)

▶ Chairman's conclusion

The APCC has had a solid first year, creating a stable platform for members of the Association to come together, share ideas and practice as well as influence national policy development in the interest of keeping our communities safe.

Through to next year, the APCC will build on opportunities to bring members together to influence national policy through the creation of national 'standing groups'. These will be based on key themes that reflect the strategic outcomes sought by members. Through this approach, the APCC will formalise its vision and strategy for the future.

Financially, the APCC is in a healthy position – the Board has made decisions to utilise reserves to invest in capital projects, and will continue to do so in order to ensure the organisation balances risk with making the best use of the resources available.

Going forward, the APCC will build on its successful first year, constantly seeking to adjust and adapt its services to respond to the needs of its members, to support them in delivering an efficient and effective police service to protect the public.



Tony Lloyd

Chairman, APCC Board 2013/14

Police and Crime Commissioner for Greater Manchester

▶ Staff of the Association



Mark Castle OBE
Former Chief Executive
Left the APCC on 30 May 2014



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until 1 December 2014*



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