



# Association of Police and Crime Commissioners

## Annual report summary 2016/17

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

# ▶ Annual report summary



## Chair's introduction

**Looking back over 2016/17, it was an exciting year to be chair of the APCC. With the second Police and Crime Commissioners (PCCs) elections held in May 2016, a larger turnout cemented PCCs' strong mandate to represent our communities. The election saw roughly half of the APCC's membership change as well as the election of our first Plaid Cymru members – who were joined by returning or new Labour, Conservative and Independent members. This new energy and dynamic manifested itself in the work of the Association throughout the year.**

As Chair of the APCC one of my first objectives while in office was to address the issue of the lack of universal sex and relationships education in schools. This issue was spearheaded by an article published in *The Guardian*, which was followed up throughout 2016 with various press releases, comments and a letter in *The Times*. I was delighted that, in March 2017, the Secretary of State for Education announced that Relationships and Sex Education will be put on a statutory footing to ensure that it is taught in all schools.

In my view, the APCC has stepped up its communications output in 2016/17. There are more press releases and blogs on the website this year than there have ever been since the APCC started. We have a more responsive service and will continue to commission blogs and look for campaigning opportunities linked to portfolios and other national policy development.

In the summer of 2016 we introduced a new 'portfolio' approach to policy development. The new approach saw the national policing, criminal justice and community safety policy landscape divided into 20 individual policy portfolios. PCCs then took on responsibilities to lead on national policy and be the spokespeople for their particular area. While not only spreading the workload, the new approach meant that PCCs could focus on their own policy areas, thinking carefully about priorities for the year and also how we continue to embed and develop the wider role of PCC in the national policing, community safety and criminal justice landscape.

In November the APCC, working with the National Police Chiefs' Council (NPCC), held its second annual joint policing summit. The joint summit saw the launch of the Policing Vision 2025 which sets out our plan for policing over the next ten years. The Vision, which was jointly drafted with Chief Constables, will help us to shape decisions around police transformation and how we use our resources to help keep our communities safe and provide an effective and value for money service.

The above provides a snapshot of a very busy year, but reflecting on 2016/17 as a whole we have a lot to be proud of. PCCs are more cohesive in the way we work, clearer about how we go forward and more ambitious about what we want to achieve as an Association. In 2016/17 we made real progress in developing and expanding our roles; one that provides an excellent footing for continued success in future years.



**Dame Vera Baird QC**

Chair, APCC

## About the APCC

In 2016/17, the APCC had 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 British Transport Police. Associate members included Jersey Police Authority and the Ministry of Defence 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.

The APCC operates independently of government and is supported by a small team of policy and communication professionals based in Westminster.

## APCC activity: review of 2016/17

### Policy and portfolio approach

In July 2016, PCCs unanimously agreed to adopt a new 'portfolio approach' to better align the APCC policy structure to the emerging areas of business, such as the police reform agenda. The new structure means that PCCs have the responsibility to lead on policy development across 20 national portfolio areas. Each portfolio has a PCC lead and deputy who work closely (with the support of the APCC secretariat) to develop national policy priorities and to publically speak on behalf of the APCC for their respective portfolio area.

Notable policy achievements during 2016/17 included:

### Performance and integrity

2017 saw the enactment of the Policing and Crime Act 2017 which will pave the way for far reaching reforms to the police complaints system. The changes in the Act were introduced following significant work by the Integrity and Transparency portfolio to influence the Home Office to make the complaints system more straight forward, centred on complainant needs and more accountable and transparent by strengthening the PCC role in the system. On the performance side, the APCC initiated some work to explore rebalancing the relationship with both Her Majesty's Inspectorate of Constabulary (HMIC) and the College of Policing, to ensure better engagement at national level.

### Workforce and leadership

The APCC submitted evidence (on behalf of PCCs) to pay review bodies on the pay and conditions of police officers and played an important role in the successful negotiation of the 1% pay award for police staff in 2016/7, and in negotiating modernised national terms and conditions for police staff. There was also significant work to ensure that PCCs were able to influence the College's Leadership Review to shape the leadership of the service in the future.

### Criminal justice and victims

The APCC has continued to work closely with the Home Office, Ministry of Justice (MoJ) and criminal justice agencies to lay the groundwork for the role of PCC to be developed to help bring greater transparency and oversight to the local Criminal Justice System (CJS). This included early development work with the Government on a Local Protocol on the role of PCCs in leading local CJS partnership arrangements which is expected to be signed off in early 2018.

We also continued work with the Home Office and MoJ on a range of victims' issues. This included the national roll out of Section 28 of the Youth Justice and Criminal Evidence Act 1999 which allows vulnerable and intimidated witnesses to be cross-examined before trial. We continued work to develop the role of PCCs as the victims' champion in the CJS and, following the successful transition to the local commissioning of most services for victims, the scope for the further devolution of the remaining nationally commissioned services for victims and witnesses.

### Police technology and digital

Policy developments in the technology field included the APCC forging links with the three major Home Office programmes

designed to introduce new national technical infrastructure in the coming years. In addition, PCC representation on the Police ICT Company Board was expanded to enable more robust accountability and governance.

### Funding and finance

On the funding and finance side, the first Joint APCC/NPCC submission on police resources was developed in the period leading to the police grant announcement. This included the production of a final report on behalf of the service, following intensive engagement with PCCs, Chief Constables and stakeholders. The APCC also provided substantial support to the PCC representatives on the Home Office Senior Sector Group on the Grant Distribution formula.

In November 2016, the APCC alongside the NPCC and PACCTS (Police and Crime Commissioners Treasurers' Society) developed a joint submission to the Home Office on future levels of funding for the Police Service. The submission took a view on the future environment for policing and community safety, the implications for local policing of increasing concerns around national security, and other demand pressures facing the service.

### Mental health and custody

The APCC supported the mental health portfolio in raising concerns with Government Ministers and the Secretary of State for Health about the mental health elements of the Policing and Crime Act 2017, and the ongoing issues around the provision of beds for people in mental health crises. We also worked with the Home Office to clarify the PCC role in appropriate adult schemes, and with the Police & Ambulance Demand Group to try to improve joint working.

### Policing Vision 2025 and transformation

Throughout the spring/summer of 2016, the APCC and NPCC worked together to consult and develop the Policing Vision 2025 ahead of its launch on 16th November at the APCC/NPCC joint summit. Policing Vision 2025 sets out the future for policing over the next ten years and will shape decisions about how police forces use their resources to keep our communities safe. All Chief Constables and PCCs have signed up to the Vision 2025, and a copy is available [here](#).

The Police Reform and Transformation Board (PRTB) brings together all policing leaders and was established to provide oversight of the delivery of the Policing Vision 2025. Meeting five times in 2016/17, the PRTB has provided oversight of the transformation work streams delivering the Vision as well as making recommendations to the Home Secretary about the awarding of Police Transformation Funding (PTF).

Some of the APCC-led work (linking in with APCC policy work and portfolios) to deliver the Policing Vision 2025 included:

- ▶ initial steps to more effectively establish the PRTB Sub Board on Business Enablers, which is overseeing the projects funded by the PTF, and to begin the process of setting up an equivalent Sub Board on Local Policing (initial work was also undertaken to set up the Local Partnerships and Policing Portfolio Group);
- ▶ initial work to establish the Emergency Services Collaboration Portfolio, including reconvening and providing secretariat support to the Emergency Services Collaboration Working

Group, and providing support to PCCs considering taking on responsibility for Fire and Rescue services/governance; and

- ▶ initial work to establish a PCC presence on the Digital Policing Board and its sub-boards, to influence this element of the PTF work and building links with the Police Technology portfolio.

### Events, meetings and joint policing summit

During 2016-17 the APCC organised five general meetings and one joint partnership conference with the NPCC, providing a forum for discussion and mutual learning, as well as an opportunity for PCCs to engage with and influence Ministers and other leaders in the policing and criminal justice landscape.

Thematic, in-depth sessions covered at APCC General Meetings included: child sexual exploitation, the Comprehensive Spending Review, devolution and the Police Reform and Transformation Board. The following notable speakers attended the APCC General Meetings and Briefing events:

- Chief Constable Sara Thornton QPM, Chair of the National Police Chiefs' Council;
- Lynne Owens, Director General, National Crime Agency;
- Sir Thomas Winsor, Her Majesty's Chief Inspector of Constabulary;
- Brandon Lewis MP, Minister for State for Policing and the Fire Service;
- Ben Wallace, MP, Minister of State for Security;
- Tony Porter, Surveillance Camera Commissioner; and
- Mark Sedwill, Permanent Secretary, Home Office.

In November 2016 the APCC and NPCC held their second joint policing summit in London which included sessions on police reform; legitimacy and consent; digital policing and police technology; and emergency services collaboration. An audience of senior policing stakeholders heard from, amongst others, the Home Secretary, the Shadow Home Secretary and the Policing Minister.

In addition, and following the second set of elections for the office of PCC, held on 5 May 2016, the APCC held an induction event for newly-elected PCCs. This included a 'meet the policing partners' session and included contributions from the Local Government Association; Her Majesty's Inspectorate of Constabulary; National Crime Agency; The Fire Officer's Association; Independent Police Complaints Commission; College of Policing; Home Office; and the Police ICT Company.

### Communication and sharing information

Throughout 2016/7 the APCC distributed a daily briefing to all members; the daily briefing was extended to include parliamentary information and a round-up of PCC local news features. In August 2016 the communications team introduced a fortnightly 'Red Box Briefing' which included legislative and policy updates as well as that latest APCC activities and news.

The APCC has strengthened its Office of the Police and Crime Commissioner Communicator network, holding workshops with a range of speakers from government and the media. The APCC held a media drinks reception in January 2017 which enabled PCCs to engage with key media personnel. 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 of policy related information.

### All Party Parliamentary Group for Policing (APPG)

The APCC holds the secretariat for the APPG on Policing and in 2016/17 held eight meetings in Parliament. The APPG is co-sponsored by the NPCC, the APCC, College of Policing, Police Federation and Superintendents' Association. It is an informal opportunity for members of both Houses of Parliament to deepen their knowledge and interest in an area by learning from experts and practitioners from within policing. Topics this year included on the Psychoactive Substances Act; the NCA; the Investigatory Powers Act; emergency services collaboration; Brexit; coercive control; and mental health and policing.

### Home Affairs Select Committee

In February, the APCC submitted evidence on behalf of its members to the Select Committee's Inquiry 'Policing for the future: changing demands and new challenges'.

## Finance and corporate governance

### The APCC's financial position

The APCC's audited accounts for the year ending 31 March 2017 are available [here](#).

### Directors of the Association

#### Dame Vera Baird QC

Police and Crime Commissioner for Northumbria (Chair)

#### Martin Surl

Police and Crime Commissioner for Gloucestershire

#### Julia Mulligan

Police and Crime Commissioner for North Yorkshire

#### Mark Burns-Williamson OBE

Police and Crime Commissioner for West Yorkshire

#### David Lloyd

Police and Crime Commissioner for Hertfordshire

#### Simon Duckworth OBE DL

Member of the City of London Police Committee

#### Dafydd Llywelyn

Police and Crime Commissioner for Dyfed-Powys