



Association of Police and Crime Commissioners

Annual report summary 2017/18

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

▶ Annual report summary



Chair's introduction

The role of Police and Crime Commissioners (PCCs) has continued to go from strength to strength throughout 2017/18. I came into the position of APCC Chair with three priorities: to lead the recruitment of a new Chief Executive; to expand the role of PCCs in the Criminal Justice System (CJS) and to continue to enhance the national profile of PCCs. We made significant progress against all three.

One of my first jobs was to lead the recruitment for a new Chief Executive. Firstly, I want to thank all the work that Nazir Afzal did for the Association during his time in post. After a period of reflection, we initiated a process to recruit a new Chief Executive who could deliver the stability, strategic thinking and ambition required to take us forward. I was delighted that in January we were able to appoint Susannah Hancock to the role.

A key area of focus for 2017/18 was developing and enhancing the role of PCCs in the Criminal Justice System, to improve outcomes for victims and the public right across local criminal justice services. Throughout the year we worked with colleagues in the Home Office, the Ministry of Justice, the National Criminal Justice Board and Criminal Justice agencies on how the role of the PCC could be developed to help join up and improve services, including agreeing a draft local protocol which sets out the PCC role in leading Criminal Justice Service partnerships at a local level. As part of this I also appeared before the Justice Select Committee to set out the role that PCCs could play in offender management services going forward.

I am convinced that PCCs can and are bringing huge value to the Criminal Justice System, working with partners to lead and drive improvements, transformation and change at a local level.

In October, the first PCC took over responsibility for the governance of local fire and rescue services becoming the first PFCC. This was bought about by the new Policing and Crime Act 2017. The Act also introduced a new duty to collaborate across all blue light services and this has driven forward some excellent examples of collaboration at a local level, with all 3 emergency services now increasingly looking at opportunities to work together.

My final area of focus over the last 12 months has been our drive to develop policy and enhance our national profile. With the APCC new portfolio structure now firmly in place, PCCs, more than ever before, are able to speak out on key national issues – increasing our influence and impact amongst stakeholders and ensuring a stronger voice on key governance boards and committees. And there have been many more notable achievements – many of which are highlighted in this report.

This has been a busy and successful year for the Association. We can look forward to the coming year with confidence.



David Lloyd
Chair, APCC

About the APCC

The Association of Police and Crime Commissioners (APCC) is the national body that supports PCCs, and other local policing bodies across England and Wales, to provide national leadership and drive strategic change in the policing, criminal justice and wider community safety landscape, to help keep our communities safe.

In 2017/18, the APCC had the membership of all 40 PCCs in England and Wales as well as the City of London Police Authority, the Mayor's Office for Policing and Crime for the Greater London Authority, the Greater Manchester Combined Authority and the Jersey Police Authority. Additionally, our membership includes non-geographic police authorities: the British Transport 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 2017/18

Under the APCC portfolio structure, which was initially adopted in July 2016, PCCs have the responsibility to lead on policy development across 20 national portfolio areas. Each Portfolio group allows for a PCC Lead and Deputy who work closely (with the support of the APCC secretariat) to develop national policy priorities and to publicly speak on behalf of the APCC for their respective portfolio area.

Notable policy achievements and developments during 2017/18 included:

Funding and finance

The PCC leads for finance worked closely with the National Police Chiefs Council (NPCC), the Police and Crime Commissioners Treasurers' Society (PaCCTS), the National Crime Agency (NCA), counter-terrorism policing and wider stakeholders to draw together a strong evidence base and compelling narrative to support police service funding – in line with the Policing Vision 2025. This culminated in a joint APCC/NPCC submission to the Policing Minister in the autumn of 2017. This led to a better than anticipated financial settlement for both 2018/19 and 2019/20, although this was reliant upon PCCs increasing their Band D Council Tax by up to £12 per annum in both years. The APCC has also worked closely with the Home Office to agree relevant targets for improved productivity and efficiency and then demonstrate achievements against these targets later in the year, so that we can maintain and improve the current funding arrangements into the next financial year and beyond.

PCC leads recognise the significant challenges that remain in relation to police funding. Moving forward, we will continue to work with the Home Office and wider stakeholders in relation to the future spending review and the review of the police funding formula as well as engaging with the Home Office in support of forces with the most pressing financial pressures.

Mental health and custody

In 2017, the Government announced plans to review the Mental Health Act. Through engagement with the Department for Health and Social Care (DHSC), the APCC secured PCC representation on the review and held a deep dive session in March 2018 dedicated to providing PCCs with opportunity to have input to the review. The APCC has also worked with the College of Policing (CoP) to improve PCC awareness of amendments to the Mental Health Act resulting from the Policing and Crime Act 2017. In 2018/19, work will continue to inform the Mental Health Act Review and take forward its subsequent recommendations.

The APCC has also worked with the Home Office to ensure vulnerable adults receive appropriate support whilst in police custody by capturing PCCs' views on barriers to services and best practice from across local elected policing areas. Looking to 2018/19 the APCC will monitor implementation of the Home Office's new approach to vulnerable adults.

Fire and Rescue Governance and Emergency Services Collaboration

The Policing and Crime Act 2017 introduced some significant changes to the responsibilities of PCCs. This enabling legislation gave PCCs the opportunity to take on fire and rescue governance through three distinct governance models – the Representation Model, whereby a PCC joins a Fire and Rescue Authority (FRA), and the Governance and Single Employer Models, where a PCC replaces an FRA taking on their statutory responsibilities including budget setting, chief fire officer recruitment and priority setting.

Throughout 2017/18 the APCC actively brought together a number of 'early adopter' PCCs who were keen to pursue fire governance, providing them and their teams with support, advice and learning.

In October 2017, Essex's Roger Hirst became the first Police, Fire and Crime Commissioner (PFCC), having received approval from the Home Secretary for his local business case. This was followed by a number of other PCCs having their business cases approved, paving the way for stronger collaboration and joint working between police and fire and rescue services.

In addition, the Act introduced a new duty to collaborate, meaning that all three emergency services – police, fire and ambulance, have a duty to collaborate for the benefit of the public. Since the introduction of the Act, the APCC has worked with emergency service partners via the Emergency Services Collaboration Working Group (ESCWG) to develop bespoke guidance on the duty to collaborate and share examples of good practice.

Performance and integrity

There has been a significant amount of work this year within the Integrity and Transparency Portfolio focused on preparing for implementation of the new police complaints legislation. Working with partners from across policing, the IPCC and the Home Office, PCCs have developed models of implementation in readiness for the new system, which will be brought into effect next year. In addition the portfolio also produced a review of Legally Qualified Chairs and continues to work on the findings from that report, and has also worked with the Information Commissioner's office to develop briefings/guidance for PCCs' offices on the

new General Data Protection Regulation (GDPR) regulation and its implications for PCCs.

The Performance Portfolio has worked with Her Majesty's Inspectorate of Constabulary and Fire & Rescue Services (HMICFRS) on a new monitoring framework in relation to force performance and has also negotiated with HMICFRS to achieve changes to their proposed Force Management Statements which better reflect the role of PCCs and the primacy of local policing and crime plans in setting local priorities.

Criminal justice and victims

The APCC has continued to work closely with the Home Office, Ministry of Justice (MoJ) and criminal justice agencies to take forward work on developing the role of PCC to help bring greater transparency and oversight to the local CJS. This included early development work with the Government on a Local Protocol on the role of PCCs in leading local CJS partnership arrangements and discussions with the MoJ in how the role of the PCC can be developed and strengthened in terms of offender management services.

Work also continued with the Home Office and the MoJ on a range of victims' issues – including work to take develop pilots to test the devolution of nationally commissioned services for victims of sexual violence and the court-based witness service.

Workforce and leadership

The Workforce Portfolio co-ordinated the APCC's evidence to the Police Remuneration Review Body (PRRB) on the pay and conditions of police officers in 2017/18. The portfolio also played a key role in successfully concluding negotiations on the Police Staff Council (PSC) pay award for 2017/18. The portfolio continues to work with the NPCC, through the Police Consultative Forum, on refining proposals for pay and reward reform for police officers in line with the Policing Vision 2025.

The portfolio represented the APCC in discussions with the CoP, and other policing stakeholders, about the introduction of new initial entry routes for police officers, including the Police Constable Degree Apprenticeship.

Police technology and digital

A portfolio of three programmes supported by the Police Transformation Fund (PTF) has been created to realise the commitment in the Policing 2025 Vision. Digital Public Contact, Digital Investigations and Intelligence and Digital First programmes secured £27 million of PTF funding in March and PCCs are now actively engaged in governance and oversight of this work at the Digital Policing Board (DPB).

PCCs joined the programme governance for three major Home Office programmes designed to introduce new national technical infrastructure: the National Law Enforcement Database Programme; the Emergency Service Mobile Communications Programme; and the Home Office Biometrics Programme.

PCC representation on the Police ICT Company Board was expanded in early 2017 to enable stronger governance and accountability.

Business enablers

The APCC, working closely with the NPCC on the National Commercial Board has identified £120m of savings from more effective procurement and in shared service transactional costs to be delivered over the following three years. In addition, we have worked with the same partners in helping develop strategic outline business cases on options for a future commercial model and on shared services for policing that look at how we might structure things in future to help drive greater efficiencies.

The APCC has also supported the delivery of police transformation funded National Enabling Programmes which will move forces over the next two years onto a common Office 365 cloud platform. This will enable more flexible working, introduce a national process, standards and mechanism for managing police user IDs which will enhance information sharing and set up a national cyber security service to forces.

Local policing

The APCC has worked with the College of Policing and the NPCC on the development of neighbourhood policing guidelines for chief police officers. These set out a clear set of expectations for how we should be delivering neighbourhood policing which will help provide more consistency across forces.

Police reform and transformation

During 2017/18 the APCC and NPCC continued their joint work to support the implementation of the Policing Vision 2025. Agreed by PCCs and Chief Constables in November 2016, the vision sets out a transformational plan for policing. It is one of the key drivers of how we make use of our resources to keep people safe and provide an effective, accessible and value for money service.

Achieving transformational change in any sector is not without its challenges. The complex landscape in policing makes this even more so. However, through the Police Reform & Transformation Board (PRTB), the APCC, NPCC and wider policing partners have put in place a strong senior level governance body charged with ensuring delivery of the

vision. This year the Board has continued with its commissioning approach and has been supported by five sub-Boards who each lead the delivery of the five pillars of the vision (business enablers, digital, local policing, specialist capabilities and workforce). Achievements during the year include:

- embedding the strategic framework to commission transformational investments that will give the greatest social and economic benefit to policing and the public;
- recommendations to the Home Secretary for allocating the PTF to pump prime local, regional and national transformation projects;
- oversight of a portfolio of over 80 projects and programmes to develop innovative approaches, build capability and capability and develop the evidence base for policing;
- commissioning proposals to combat economic crime, cybercrime and child sexual exploitation to protect communities locally, regionally and nationally as a key constituent part of a strategic whole systems approach to tackling serious organised crime;
- work to develop the evidence base, culture and information systems that support knowledge sharing and the development of learning lessons from foresight in policing;
- the movement from design to delivery of the major national programmes associated with digital policing, transforming forensics, business enablers and specialist capabilities;
- enabling the service to make more effective use of existing national structures such as the Police ICT Company in support of nationally co-ordinated change which will see technological and business change embedded into the longer-term landscape; and
- enhancing the governance and accountability structures; supporting PCCs to give transparency and public accountability to the transformation agenda.

Events, meetings and joint conference

During 2017/18 the APCC organised five general meetings for its members and a joint partnership summit with the NPCC, providing a lively and engaging forum for discussion and mutual learning, as well as an opportunity for PCCs to meet with Ministers and other leaders in the policing and criminal justice landscape. In addition, the APCC held a number of policy 'deep dive' events, including on police reform, Chief Constable professional development, serious and organised crime and mental health.

The following notable speakers attended the APCC General Meetings throughout the year:

- The Rt Hon Nick Hurd MP, Minister of State for Policing and the Fire Service;
- The Rt Hon Yvette Cooper MP, Chair, Home Affairs Select Committee;
- 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;
- Sir Philip Rutnam, Permanent Secretary, Home Office; and
- Mike Cunningham, Chief Executive, College of Policing.

In November 2017 the APCC and NPCC held their third joint summit in London which included sessions on funding, prevention and early intervention, Police technology, leadership and counter terrorism. An audience of senior policing stakeholders heard from, amongst others, the Home Secretary and the Shadow Home Secretary.

Communication and sharing information

Throughout 2017/18 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. It continued with its fortnightly 'Red Box Briefing' which included legislative and policy updates as well as that latest APCC activities and news.

The Office of the Police and Crime Commissioner Communicator Network met throughout the year, holding workshops with a range of speakers from government and the media. The APCC held a media drinks reception in July 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.

The APCC continues to work closely with the Police and Crime Commissioners Treasurers' Society (PaCCTs) and the Association of Police and Crime Commissioner Chief Executives (APACE) in developing and delivering against PCC's priorities.

All Party Parliamentary Group for Policing and Security (APPG)

The APCC holds the secretariat for the APPG on Policing and in 2017/18 held eight meetings in Parliament. The APPG changed its name to the APPG for Policing and Security at the inaugural meeting of the group post the 2017 General

Election. The APPG is co-sponsored by the NPCC, the APCC, the CoP, the Police Federation (PF) and the Police Superintendents' Association (PSA). 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: local policing; mental health; cyber-crime, parliamentary security; counter-terrorism; online sexual abuse and exploitation; and the British Transport Police (BTP).

Select Committees

In November, four PCCs (David Lloyd, Hertfordshire; Kathryn Holloway, Bedfordshire; Sue Mountstevens, Avon & Somerset; and Paddy Tipping, Nottinghamshire) appeared in front of the Home Affairs Select Committee as part of its 'Policing for the Future' inquiry.

In addition, in February, David Lloyd PCC appeared in front of the Justice Select Committee to give evidence as part of the 'Transforming Rehabilitation' inquiry.

Forward look 2018/19

Throughout the next financial year, the APCC will focus on the following five priority areas:

Funding, efficiency and transformation

We will support PCCs to:

- secure the best possible funding and resources to deliver services to local communities
- deliver the priorities set out in local police and crime plans
- deliver the Policing Vision 2025; and
- drive the efficiency, effectiveness and productivity of policing and the wider CJS.

Developing the role of PCCs for the benefit of the public

We will expand and strengthen the role of PCCs in key areas including:

- local CJS devolution;
- further devolution of funding for victims and witness services;
- emergency services collaboration; and
- PCCs' role in the police complaints system.

Communicating and engaging

We will build and maintain a strong national profile for our members, engaging with the media, key stakeholders and influencers.

Sharing knowledge, learning and good practice

We will identify and share knowledge, learning and good practice to enable PCCs, their teams and wider stakeholders to access ideas, increase knowledge and enhance capabilities.

National policy portfolios

PCCs will be supported to deliver a programme of national portfolios and networks addressing key strategic areas of policing, criminal justice and wider community safety, in order to influence and drive change.

Finance and corporate governance

The APCC's financial position

The APCC's audited accounts for the year ending 31 March 2018 are available [here](#).

Directors of the Association

David Lloyd

Police and Crime Commissioner for Hertfordshire (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

Jeff Cuthbert

Police and Crime Commissioner for Gwent

Simon Duckworth OBE DL

Member of the City of London Police Committee

Dafydd Llywelyn

Police and Crime Commissioner for Dyfed-Powys
replaced by

Arfon Jones

Police and Crime Commissioner for North Wales (January 2018)

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